

# 2007-2011 Integrated Development Plan



## ANNUAL PLAN FOR 2010/2011

27 May 2010

# IDP Annual Plan for 2010/2011

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Compiled in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

Adopted by the Municipal Council on 27 May 2010

**This Annual Plan is the third annual revision of the Integrated Development Plan (IDP)  
that was adopted by Council in May 2007 and must always be read in conjunction with the IDP.**

*Integrated Development Planning is a participatory process aimed at developing a five-year strategic plan that guides all planning, budgeting, management and decision-making in the Municipality. It views development problems and solutions in an integrated, multi-dimensional way. It brings about the appropriate integration of sectoral strategies in order to achieve the optimal distribution of scarce resources: between sectors and geographic areas and across the total community in a manner that promotes sustainable growth and at the same time equity and the empowerment of poor and marginalised people. Integrated Development Planning provides a mechanism through which sustainability principles can be integrated into development planning.*

# Introductory Notes

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## PREPARING FOR 3<sup>RD</sup> GENERATION IDP's (2011-2016)

Although it is a revision of the 2<sup>nd</sup> generation IDP that was approved in 2007, this Annual Plan is also starting to pave the way for the 3<sup>rd</sup> generation IDP (2011-2016). This Annual Plan seriously devises and also commences with -

- a move away from short term wish lists and creating unrealistic expectations to a clear long term strategy and development agenda for the organisation that guides capital expenditure programmes and investment;
- a move away from legally compliant community participation to making communities co-responsible for the success of the IDP and utilise their energy and resources in actions of the IDP / ward plans;
- ward plans that deal with the more detail analysis as well as spatial and operational issues at ward level;
- partnerships between local leadership and expertise to jointly respond to development realities and determine a strategy for the future; and
- the IDP as an investment plan for national, provincial and local government.

## INTERACTIVE IDP CD

Included with this document is a CD that contains an electronic version of the IDP. The electronic version is in a format that can be viewed by means of any internet browser, such as Internet Explorer or Firefox. All documents referred to in the IDP and available in electronic format are also captured on the CD. The references to these documents in the electronic version of the IDP are hyperlinked to the actual documents, which mean that the documents can also be viewed by simply clicking on the hyperlink.

The idea behind the interactive CD is to provide readers with an all-inclusive library of IDP-related documents because we believe that the IDP is more than just this one document.

We want to encourage you to look at the referenced documents on the CD – it will provide you with the bigger picture and help you to understand the full context of the IDP.

The IDP therefore does not include any annexures in paper format; we rather provide you with a CD full of valuable information.

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# Foreword by the Executive Mayor

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Local government is judged by its ability to deliver services, promote socio-economic development, deepen democracy and govern effectively. Unfortunately this is not the case with many municipalities in South Africa. A great number of municipalities are in distress and cannot fulfil their constitutional mandate any longer. They are characterised by -

- poor service delivery and in some instances a total collapse in service delivery;
- poor communication and accountability;
- corruption and fraud; and
- poor financial management.

Fortunately the same cannot be said of Swartland Municipality. Although we are also faced with some serious challenges (described in Chapter 7 of this document), the organisation is well managed and generally in a healthy state. Examples of our successes are:

- Three consecutive unqualified audits;
- Regular measurement of the performance of management as well as of councillors;
- A well disciplined organisation and strong financial control;
- A Client Services Charter that was launched at the end of March 2010;
- A good record of completing projects; and
- Housing delivery (irrespective of the problem with unfunded mandates).

To effectively deal with the challenges facing the Municipality our political and administrative leaders will need to -

- work smarter and with complete dedication;
- take risks and stretch boundaries;
- think about the future in a new and creative way and to seek unparalleled solutions;
- focus on optimising organisational performance;
- move toward an organisational culture that adapts more easily to change; and
- take tough and sometimes unpopular decisions.

This IDP Annual Plan is starting to pave the way for the new third generation five year IDP (2012-2016). We are aware of criticism and wrong perceptions regarding IDP's in general. Let me therefore state that in Swartland we believe that our IDP is *"the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality"* (Municipal Systems Act 32 of 2000). We will be doing a lot of groundbreaking work in the coming months to ensure that the new five year IDP provides the Municipality with a sustainable long term strategy that really speaks to the issues at hand.

We cannot develop this strategy on our own and therefore wish to involve stakeholders and role-players internal and external to the organisation that can contribute knowledge, expertise and experience to the debate.

As a team we can make local government work in the Swartland area and we will continue to ***build sustainable partnerships with ALL our people.***

***Councillor Tijmen van Essen***

# Introduction

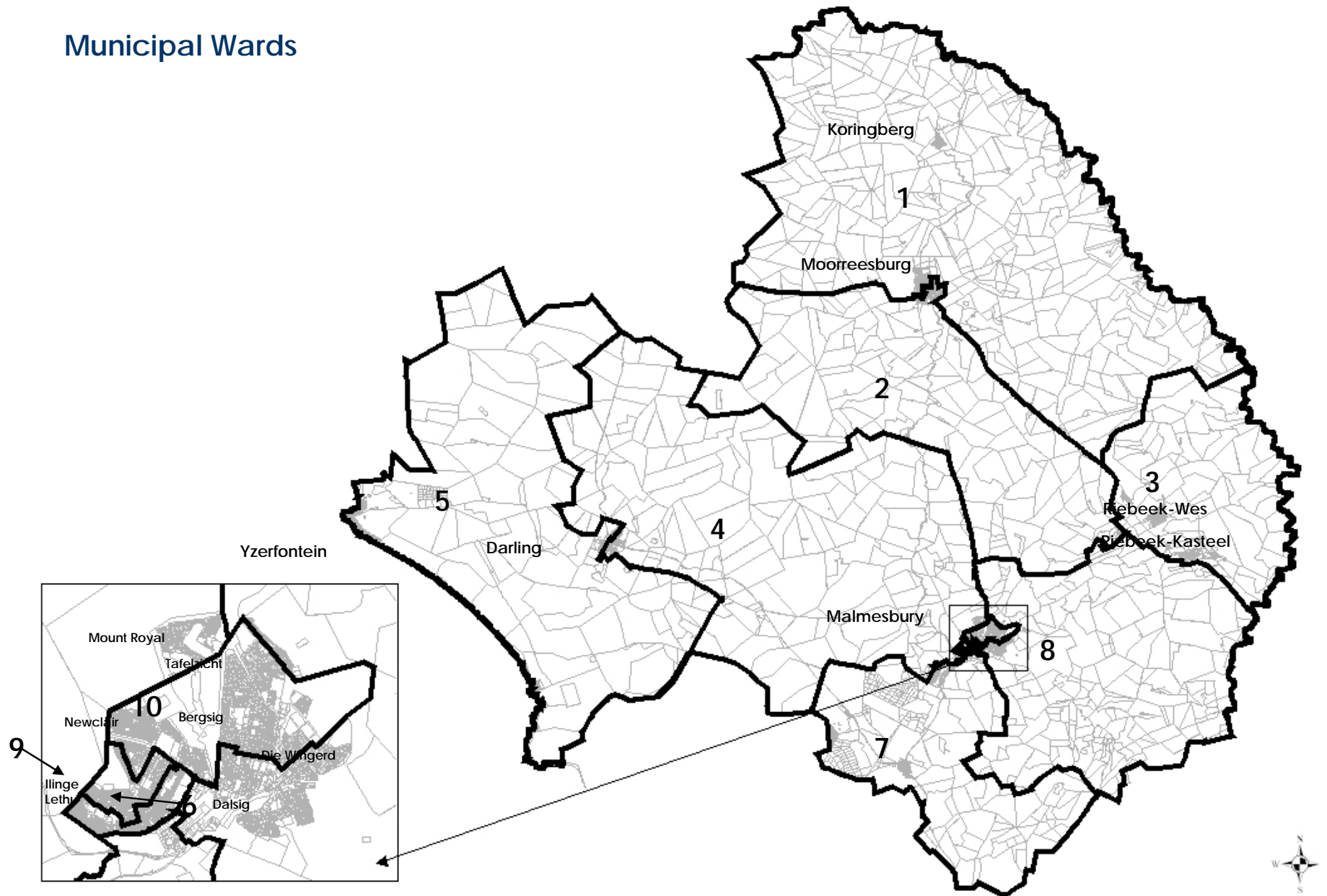
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## 1.1 THE 10 WARDS OF SWARTLAND MUNICIPALITY

Ward	Description	Ward Councillor
01	Northern part of Moorreesburg, Koringberg as well as surrounding rural area	John Loxton
02	Southern part of Moorreesburg, Ruststasie as well as surrounding rural area	Adam Atkins
03	Riebeek Kasteel, Riebeek West, PPC village as well as surrounding rural area	Rudi du Plooy
04	Portion of Darling east of Pastorie, Cole, Donkin and Smith Streets as well as surrounding rural area	Abe Johnson
05	Portion of Darling west of Pastorie, Cole, Donkin and Smith Streets, Yzerfontein, Jakkalsfontein, Grottobaai, Ganzekraal, Dassen Island as well as surrounding rural area	Harold Cleophas
06	Malmesbury (Saamstaan and portion of Wesbank)	Maude Goliath
07	Chatsworth, Kalbaskraal, Riverlands, Abbotsdale as well as surrounding rural area	Basil Stanley
08	Malmesbury (portion of Amandelrug, Dalsig, De Molen, Die Wingerd and Prison Extension) as well as surrounding rural area	Klasie Rust
09	Malmesbury (Ilinge Lethu, portion of Sunnyside and portion of Wesbank)	Monde Stemele
10	Malmesbury (portion of Amandelrug, Bergzicht, Garden Village, Newclair, Panorama, portion of Sunnyside and Tafelzicht)	Tijmen van Essen

The wards are indicated on the map below:

## Municipal Wards

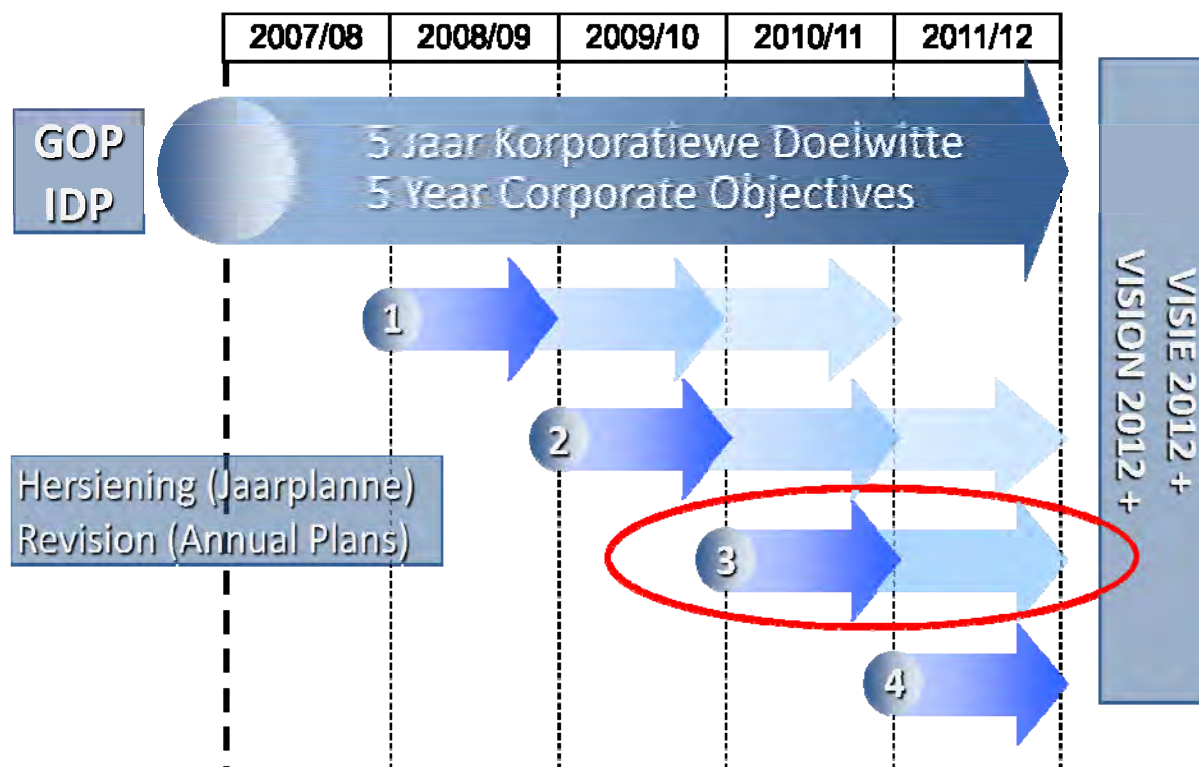




## 1.2 FIVE YEAR CYCLE OF THE IDP

Strategic Planning is central to the long term sustainable management of the Swartland Municipality. The municipality's overarching strategic plan, the Integrated Development Plan, 2007-2011 (IDP), was approved by Council in May 2007, and is used as the basis for the respective annual plans.

In order to ensure the implementation of the IDP, it is imperative that the Municipality undertake a process of annual planning to align its key performance indicators and targets, as well as its budget, to the outcomes envisaged in the IDP. The figure indicated below illustrates the relationship between the Annual Plan and the IDP.



This document subsequently encapsulates the strategic planning process of the Municipality.

### 1.3 PURPOSE OF THE DOCUMENT

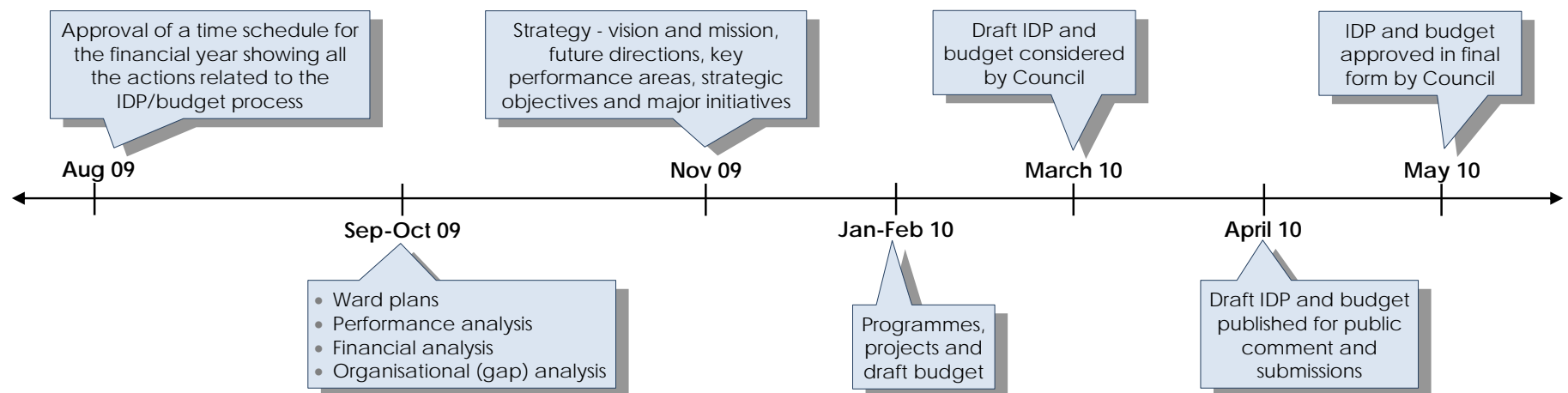
- To serve as the strategic annual plan for the 2009-2010 financial year;
- To review the IDP strategy in relation to changes in the environment;
- To serve as a basis for the service delivery and budget implementation plan for the 2009-2010 financial year; and
- To serve as a basis for the key performance indicators and targets of the respective directorates and directors.

### 1.4 WHAT THIS DOCUMENT IS NOT

This document does not replace the IDP in any way, but contains important annual amendments to the IDP and serves as an implementation plan within the context of the overarching plan as approved by Council. This document however differs from previous Annual Plans in that it is starting to pave the way for the new 3<sup>rd</sup> generation IDP due for 2012. It shows the serious commitment of Swartland Municipality to find a sustainable long term strategy that speaks to the immensely complicated issues that the municipality faces.

### 1.5 THE ANNUAL PROCESS FOLLOWED

The annual process can be illustrated as follows:



### 1.6 RELATIONSHIP BETWEEN THE IDP, BUDGET, PERFORMANCE MANAGEMENT AND RISK MANAGEMENT

In terms of the Performance Management Guide for Municipalities, DPLG, 2001 *"the IDP process and performance management process should appear to be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process"*.

Integrated Development Planning was introduced as the strategic management tool to realise the developmental role of local government. Performance management, on the other hand, is a management tool introduced to facilitate the implementation of the IDP, and as such forms an integral part of the IDP.

The budget attaches money to the IDP objectives and this is monitored through the service delivery and budget implementation plan (SDBIP). The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget.

Risk Management is one of Management's core responsibilities according to section 62 of the Municipal Finance Management Act (MFMA) and is an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on the service delivery capacity of the Swartland Municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

A Risk Assessment is compiled to determent the magnitude of risk exposure by assessing the likelihood of the risk materialising and the impact that it would have on the achievement of objectives. The identified risks are prioritised which enables Management to focus more time, effort and resources on higher risk areas.

In Swartland Municipality risk management is now also fully integrated with the IDP and the risks are linked to the objectives.

## **1.7 THE IDP AND WARD PLANS**

Ward plans include:

- an understanding of social diversity in the community, the assets, vulnerabilities and preferences of these different social groups;
- an analysis of the services available to these groups, as well as the strengths, weaknesses, opportunities and threats facing the community
- a consensus on priorities for the ward;
- plans to address these priorities, based on what the ward will do, the support needed from the municipality, and support from other organisations;
- identification of projects for the IDP; and
- an action plan for the ward committee to take forward their plan and help communities to reach consensus and to have direction.

Ward plans help to ensure that the IDP is more targeted and relevant to addressing the priorities of all groups, including the most vulnerable. Ward plans provide ward committees with a systematic planning and implementation process to perform their roles and responsibilities. Ward plans will also be used by ward committees for monitoring and evaluation which gives the committees an ongoing role through the year.

The 10 ward plans that form attachments to this IDP Annual Plan should be regarded as part and parcel of this plan. It is therefore important to note that the ward plans contain information used in defining the Municipality's long term strategy, but that is not duplicated in the Annual Plan. In future ward plans will form the basis for dialogue between the Municipality and ward committees regarding the identification of priorities and budget requests.

### 2.1 SECTION 53 ROLE CLARIFICATION

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the municipal manager must be defined. The section below is based on the Section 53 role clarification that was approved at the Council meeting of 27 March 2008.

#### *The Municipal Council*

The municipal council consist of 20 councillors of which 10 represent political parties in a proportional way and 10 represent wards. The political division is 12 DA, 6 ANC, 1 OD and 1 ACDP. The municipal council -

- governs by making and administrating laws, raising taxes and taking decisions that affect people's rights;
- is a tax authority that may raise property taxes and service levies;
- is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers, individual councillors or officials;
- can delegate responsibilities and duties for the purposes of fast and effective decision making;
- must strive towards the constitutional objects of local government;
- must consult the community with respect to local government matters; and
- is the only decision maker on non-delegated matters such as the approval of the IDP and budget.

#### *The Executive Mayor*

The Executive Mayor is Mr. Tijmen van Essen. He –





- is the executive and political leader of the Municipality and is in this capacity supported by the Mayoral Committee;
- is the social and ceremonial head of the Municipality;
- must identify the needs of the Municipality and must evaluate progress against key performance indicators;
- is the defender of the public's right to be heard;
- has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and
- perform the duties and exercise the responsibilities that were delegated to him by the municipal council.

#### *The Mayoral Committee*

The Mayoral Committee consist of the Executive Mayor, Deputy Executive Mayor (*ex officio*) and four councillors.

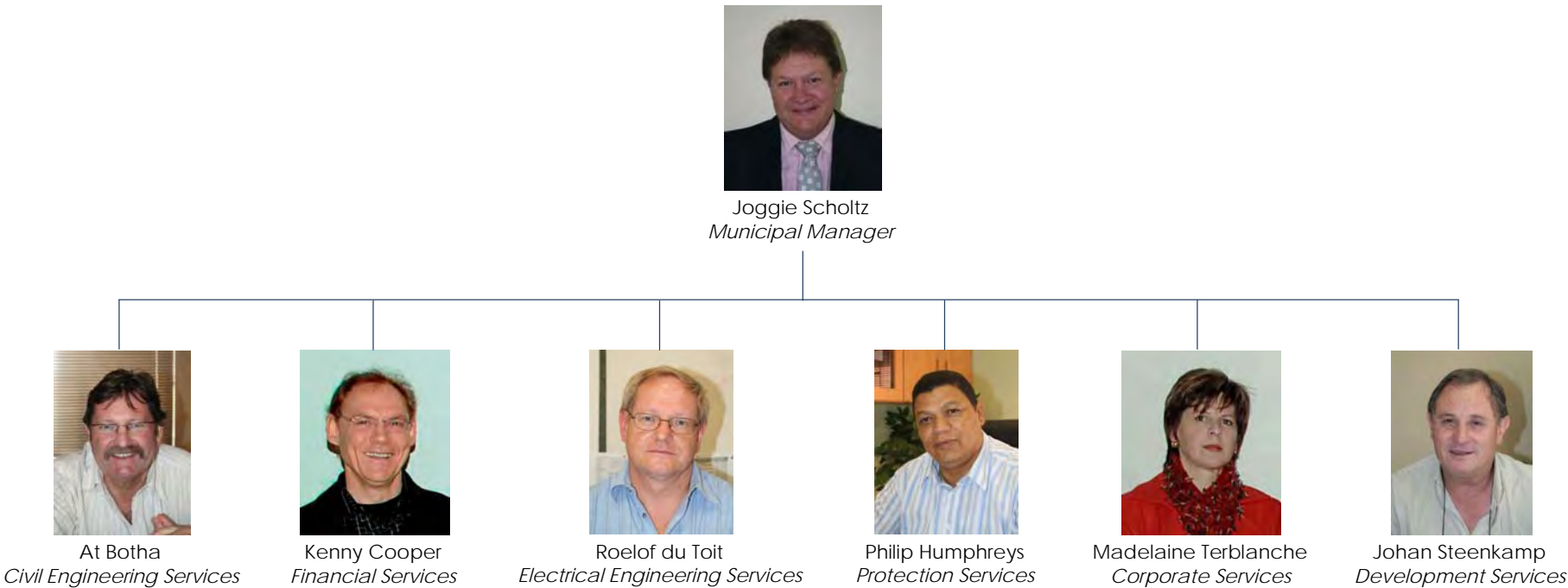
- Its members are elected by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee;
- Its functional responsibility area is linked to that of the Executive Mayor to the extend that he must operate together with the members of the mayoral committee;
- Its primary task is to assist the Executive Mayor in the execution of his powers - it is in fact an "extension of the office of Executive Mayor"; and
- The committee has no powers on its own – decision making remains that of the Executive Mayor

The members of the mayoral committee are:

			
<b>Tijmen van Essen</b> Uitvoerende Burgemeester Executive Mayor	<b>Maude Goliath</b> Uitvoerende Onder-Burgemeester Deputy Executive Mayor	<b>Harold Cleophas</b> Lid / Member	<b>Rudi du Plooy</b> Lid / Member

2.2 THE ADMINISTRATION

The organisational structure and management team are shown below:



## CHAPTER 3

# Profile of Swartland

### 3.1 INTRODUCTION

The statistics below were obtained from the following sources:

- Community Survey 2007 (Key Municipal Data), Statistics South Africa.
- Population estimates of Swartland Municipality 2010, H L Zietsman, Geographical Systems Research Bureau, Stellenbosch, 2010
- Social, economic and environmental analysis and facilitation of the alignment of District Integrated Development Plans with the National Spatial Development Perspective (West Coast District Municipality), The Presidency South Africa.

*More detail statistics per ward are available in the ward plans.*

### 3.2 POPULATION AND ECONOMIC PROFILE

		Comments
Total municipal area	3 700 km <sup>2</sup>	Swartland Municipality contributed 29% towards the district's GDP of R6.8 billion in 2007. The other big contributor was Saldanha Bay Municipality with 32%. These two municipalities also contain just over 54% of the district's population. The wealth and the people of the district are concentrated in the southern regions closest to the Cape Town metro. The per capita GDP of these two municipalities are also significantly above that of the other municipalities in the district.
Projected population (2010)	83 900	
Employed (2007)	56.1%	
Unemployed (2007)	9.9%	
Not economically active (2007)	28.4%	
Gross Domestic Product (GDP) (2007)	R2.03billion	
GDP per capita (2007)	R26 150	

### 3.3 INCOME (2007)

Category	%	Comments
No income	44.6%	Almost 50% of the district's residents earn no income. Most of the people without income reside in Saldanha Bay (37 590) followed by Swartland (34 604). The highest proportion of people in Swartland who earn income are those in income bracket R801-R1 600 (17.3%) followed by R1 601-R3 200 (8.2%).
R1 - R400	4.5%	
R401 - R800	4.8%	
R801 - R1 600	17.3%	
R1 601 - R3 200	8.2%	
R3 201 -R6 400	5.8%	
R6 401 - R12 800	2.9%	
R12 801 - R25 600	1.6%	
R25 601 - R51 200	0.5%	
R51 201 - R102 400	0.1%	
R102 401 - R204 800	0.0%	
R204 801 or more	0.0%	

### 3.4 GDP CONTRIBUTION PER SECTOR (2007)

Sector	Amount (R'000)	%	Comments
Agriculture, forestry and fishing	349 316	17.2	<p>In analysing the district economy in 2007 by breaking it down per sector, about R1.5 billion (23%) comes from manufacturing, R1.2 billion (17%) from agriculture, forestry and fishing and R1.1 billion (16%) from wholesale and retail trade. Saldanha Bay Municipality followed by Swartland Municipality are the major manufacturing centres. Of the municipalities in the district, Swartland is the biggest contributor to the following sectors:</p> <ul style="list-style-type: none"> <li>• Agriculture, forestry and fishing</li> <li>• Electricity and water</li> <li>• Construction</li> <li>• Finance and business</li> </ul>
Mining	5 167	0.3	
Manufacturing	455 988	22.5	
Electricity and water	46 565	2.3	
Construction	118 121	5.8	
Wholesale and retail trade	286 010	14.1	
Transport and communication	78 152	3.9	
Finance and business	445 959	22.0	
Community Service	242 007	11.9	
<b>Total</b>	<b>2 027 285</b>	<b>100.0</b>	

### 3.5 ACCESS TO WATER (2007)

Source	%	Comments
Piped water inside dwelling	84.3	<p>The Municipality has seen a 22% improvement in access to water during 1995-2007. During the same period the district has seen a 43% improvement with Saldanha Bay Municipality showing the greatest improvement (77%). It is only in the rural areas that there are people without access to potable water close to their dwellings.</p>
Piped water inside yard	13.3	
Piped water from access point outside the yard	1.5	
Borehole	0.2	
Rainwater tank	0.4	
Other	0.2	

### 3.6 ACCESS TO TOILET FACILITIES (2007)

Facility	%	Comments
Flush toilet (connected to sewerage system)	83.2	<p>The Municipality has a high level of access to sanitation with 94% (the figure for the district is 93%) having sanitation on a level in excess of RDP standards. Only 5% (around 1000) have poor or no sanitation. The 1.6% people without access to toilet facilities are in the rural areas.</p>
Flush toilet (with septic tank)	10.5	
Dry toilet facility	0.6	
Pit toilet with ventilation (VIP)	0.6	
Pit toilet without ventilation	1.8	
Bucket system	1.7	
None	1.6	

### 3.7 ENERGY FOR COOKING PURPOSES (2007)

Source	%	Comments
Electricity	93.7	96% of the households have appropriate energy sources and only 4% use sources that may be problematic. These figures correspond with those of the district.
Gas	2.0	
Paraffin	2.9	
Wood	1.2	
Coal	0.2	

### 3.8 ACCESS TO HOUSING (2007)









Housing type	%	Comments
House or brick structure on a separate erf	82.1	Housing also seems not to be a major constraint in the Municipality with at least 92% persons living in housing in excess of RDP standards. Of those households in housing which may not be of RDP standards, 5% live in backyard shacks or informal dwellings. Since 1994 more than 5 000 houses were built by the Municipality:
Traditional dwelling/hut/structure built with traditional materials	1.6	
Flat in block of flats	4.4	
Town/cluster/semi detached house (simplex, duplex, triplex)	5.5	
House/flat/room in backyard	0.4	
Informal dwelling/shack in backyard	4.9	
Informal dwelling/shack NOT in backyard e.g. in an informal/squatter area	0	
Caravan or tent	0.7	
Workers hostel (bed/room)	0.2	
Other	0.2	
		Darling ( Phase 1) 783 Abbotsdale (Phase 1) 296 Riebeek Kasteel( Phase 1) 160 Riebeek West ( Phase 1) 169 Kalbaskraal ( Phase 1) 189 Saamstaan 1 & Ilinge Lethu 1 778 Riverlands (Phase 1) 226 Saamstaan 2 & Ilinge Lethu 2 1 553 Moorreesburg(Phase 2) 813 Koringberg (Phase 1) 143 Kalbaskraal (Phase 2) 83 Riebeek Kasteel (Phase 2) 352



# Broader policy framework

## 4.1 MILLENNIUM DEVELOPMENT GOALS (MDG'S)

The Millennium Developmental Goals were agreed upon in September 2000 when 189 countries, including South Africa, committed themselves to the Millennium Declaration. These goals, which are intended to be met by the year 2015, are the following:

	<b><i>Eradicate extreme poverty and hunger</i></b> <ul style="list-style-type: none"> <li>• Reduce by half the proportion of people living on less than one U.S. dollar a day.</li> <li>• Reduce by half the proportion of people who suffer from hunger.</li> </ul>		<b><i>Achieve universal primary education</i></b> <ul style="list-style-type: none"> <li>• Ensure that all boys and girls complete a full course of primary schooling.</li> </ul>
	<b><i>Promote gender equality and empower women</i></b> <ul style="list-style-type: none"> <li>• Eliminate gender disparity in primary and secondary education at all levels.</li> </ul>		<b><i>Reduce child mortality</i></b> <ul style="list-style-type: none"> <li>• Reduce by two thirds the mortality rate among children under five.</li> </ul>
	<b><i>Improve maternal health</i></b> <ul style="list-style-type: none"> <li>• Reduce by three quarters the maternal mortality rate.</li> </ul>		<b><i>Combat HIV/AIDS, malaria, and other diseases</i></b> <ul style="list-style-type: none"> <li>• Halt and begin to reverse the spread of HIV/AIDS.</li> <li>• Halt and begin to reverse the incidence of malaria and other major diseases.</li> </ul>
	<b><i>Ensure environmental sustainability</i></b> <ul style="list-style-type: none"> <li>• Integrate the principles of sustainable development into country policies and programmes, and reverse the loss of environmental resources.</li> <li>• Reduce by half the proportion of people without sustainable access to safe drinking water.</li> <li>• Achieve significant improvement in lives of at least 100 million slum dwellers by 2020.</li> </ul>		
	<b><i>Develop a global partnership for development</i></b> <ul style="list-style-type: none"> <li>• Develop an open trading and financial system that is rule-based, predictable and non-discriminatory.</li> <li>• Address the least developed countries' special needs that include tariff- and quota-free access for exports, enhanced debt relief, cancellation of debt and more generous development assistance.</li> <li>• Address the special needs of landlocked and small island developing countries.</li> <li>• Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term.</li> <li>• In cooperation with the developing countries, develop decent and productive work for the youth.</li> <li>• In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.</li> </ul>		

## 4.2 COOPERATIVE GOVERNANCE

A key priority for government is to make government as a whole work together, improve the impact of its programmes and work towards achieving common objectives and outcomes, particularly with respect to economic growth and job creation, and addressing the needs of the poor.

Planning calls for a shared approach and alignment between the different spheres of government. The targets identified in this IDP therefore give expression to the important priorities and targets set by government at a national, provincial and district level. In this regard, the IDP is aligned with the key strategies and policies discussed in the paragraphs following on this

## 4.3 NATIONAL KEY PERFORMANCE AREAS

KPA	Description
<i>Basic service delivery and infrastructure development</i>	Water, sanitation, refuse removal, roads, storm water, public transport, electricity, land and housing
<i>Institutional development and municipal transformation</i>	Organisational transformation to match IDP requirements, internal policies dealing with national priorities, general management practices and training
<i>Financial viability and management</i>	Financial policies, budget management, assets and liability control, and supporting strategies to fund priorities
<i>Local economic development</i>	LED, food security, social infrastructure, health, environment, education and skills development
<i>Good governance and community participation</i>	Public relations, marketing and communication, empowering wards, public participation structures and mechanisms, and service ethics (Batho Pele)

## 4.4 NATIONAL POLICY DIRECTIONS

### *Vision 2014*

In 2004 Government adopted Vision 2014 as guiding policy. The combination of some of the most important targets and objectives making up Vision 2014 are as follows:

- Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.
- Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared for productive work, good citizenship and a caring society.
- Ensure that all South Africans, including especially the poor and those at risk - children, youth, women, the aged and people with disabilities - are fully able to exercise their constitutional rights and enjoy the full dignity of freedom.
- Compassionate government service to the people; national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service.
- Massively reduce cases of TB, diabetes, malnutrition and maternal deaths, and turn the tide against HIV/Aids, and, working with the rest of Southern Africa, strive to eliminate malaria, and improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents.

- Significantly reduce the number of serious and priority crimes as well as cases awaiting trial, with a society that actively challenges crime and corruption, and with programmes that also address the social roots of criminality.
- Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

### ***National Spatial Development Perspective (NSDP)***

The NSDP puts forward the following national spatial vision:

*“South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives:*

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;*
- Supporting restructuring where feasible to ensure greater competitiveness;*
- Fostering development on the basis of local potential; and*
- Ensuring that development institutions are able to provide basic needs throughout the country.”*

The NSDP enables government to answer two critical questions:

- If government were to prioritise investment and development spending in line with its objectives, where would it invest/spend to achieve sustainable outcomes?
- What kinds of spatial forms and arrangements are more conducive to the achievement of our objectives of democratic nation building and social and economic inclusion?

The NSDP puts forward five normative principles:

- Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.
- Government has a constitutional obligation to provide basic services to all citizens wherever they reside.
- Beyond the above-mentioned constitutional obligation, government spending on fixed investment should be focused on localities with economic growth and/or economic potential in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with demonstrated low economic potential, government should, beyond the provision of basic services, concentrate primarily on human development by providing education and training, social transfers such as grants and poverty-relief programmes. People should also be enabled to gravitate - if they choose to - to localities that are more likely to provide sustainable employment and economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes.

### *Medium Term Strategic Framework for 2009-2014 (MTSF)*

The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments in particular will need immediately to develop their five-year strategic plans and budget requirements taking into account the medium-term imperatives. Similarly, informed by the MTSF and their 2006 mandates, municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities.

Each of the priorities contained in the MTSF should be attended to. Critically, account has to be taken of the strategic focus of the framework as a whole: this relates in particular the understanding that economic growth and development, including the creation of decent work on a large scale and investment in quality education and skills development, are at the centre of the government's approach.

The Medium Term Strategic Framework lists 10 priorities:

- speed up economic growth and transform the economy to create decent work and sustainable livelihoods;
- massive programme to build economic and social infrastructure;
- comprehensive rural development strategy linked to land and agrarian reform and food security;
- strengthen the skills and human resource base;
- improve the health profile of society;
- intensify the fight against crime and corruption;
- build cohesive, caring and sustainable communities;
- pursue regional development, African advancement and enhanced international co-operation;
- sustainable resource management and use; and
- build a developmental state including improvement of public services and strengthening democratic institutions

## **4.5 PROVINCIAL POLICY DIRECTIONS**

### *The iKapa Growth and Development Strategy (iKapa GDS)*

The iKapa GDS (2008 White Paper) is the pivotal planning mechanism to guide investment decisions and development spending of stakeholders towards the vision of shared growth and integrated development in the Western Cape. This strategy identifies the strategic basis for planning, budgeting and making trade-offs between multiple role players within the province, presenting a clearly articulated plan of action and a basis for a sustainable development path.

The iKapa GDS commits the entire province to the following five long-term goals to guide policy-making and resource allocation:

Goals	Objectives	Lead interventions (programmatic area)
<b>I. Grow and share the economy</b>	1. To broaden economic participation and reduce poverty	<b>Micro Economic Development Strategy (MEDS)</b> priority sector implementation strategies (BPO, call centres, tourism, oil and gas, and ICT) and strategies for other sectors with potential (such as the creative industries, renewable energy, waste recycling and sustainable agriculture). <b>Poverty reduction and second economy interventions:</b> Ensures the sharing of the benefits of growth and the creation of increased employment.
	2. To stimulate efficient and effective infrastructure	<b>World Cup 2010:</b> Focuses on the delivery of a world-class event, while simultaneously ensuring a positive developmental legacy. Preparation for and the staging of the World Cup must result in increased investment, job creation and socio-economic development and in improved infrastructure and social cohesion.

Goals	Objectives	Lead interventions (programmatic area)
I. Grow and share the economy (continued)	2. To stimulate efficient and effective infrastructure (continued)	<p><b>Expanded public works:</b> Aims to create better skills and more jobs for people through projects and initiatives, particularly in areas of greatest need, while simultaneously improving infrastructure and biodiversity and building healthy communities.</p> <p><b>Sectoral development:</b> Comprises MEDS priority sector implementation strategies and strategies for other sectors with potential.</p> <p><b>Integrated human settlements:</b> Special reference to priority projects integrating communities and bringing the poor into the heartlands of the province's towns and cities</p>
II. Build a more equal and caring society where poverty is eradicated	3. To promote liveable and caring communities	<b>Integrated human settlements:</b> See description above
	4. To improve resilience and tolerance	<b>Social transformation:</b> Aimed at the reduction of crime and the addressing of substance abuse in 21 priority areas
	5. To enhance human capacity	<p><b>Skills development:</b> Refers particularly to scarce skills, public employment programmes, information flows that connect labour opportunities with job seekers.</p> <p><b>Social transformation:</b> Entails the implementation of a social transformation strategy aimed in the short term at 21 geographical priority areas in the province with high rates of crime, poverty, unemployment and substance abuse and with a recent history of weak local government requiring Project Consolidate intervention.</p>
III. Promote ecologically sustainable development	6. To ensure sustainable resource use	<b>Climate change:</b> Focuses specific attention on renewable energy, energy efficiency and awareness of becoming water-wise, and reduction in and the recycling of waste
IV. Foster greater spatial integration	7. To ensure Greater spatial integration	<p><b>Integrated human settlements:</b> Refers particularly to priority projects that integrate communities and bring the poor into the heartlands of the province's towns and cities, that link housing to transport and that provide access to facilities and economic opportunity to improve community life, whilst ensuring sustainable resource use.</p> <p><b>Property development:</b> Comprises approaches that reflect the spatial, economic, social and ecological goals of the iKapa GDS and empower previously disadvantaged communities.</p>
	8. To develop effective public and non-motorised transport	<b>Integrated transport:</b> Refers to intergovernmental action based on an integrated transport strategy implemented via a multi-year expenditure programme
V. Ensure effective governance and institutional strengthening	9. To build effective governance	<b>Governance:</b> Aims to improve the way in which we are governed to ensure an accountable, responsive and united government that serves the interests of everyone in the province.

## **More detail on lead interventions relevant to Swartland**

### *Micro Economic Development Strategy (MEDS)*

According to MEDS, agro-processing is the largest subsector in the Western Cape. This long value chain links global and national exports to a wide range of rural areas surrounding rural towns.

As oil prices rise, the demand for locally sourced, affordable food will influence medium to long-term investment patterns. In the meantime, under-investment in the agricultural economy should not be allowed to undermine a resource that the WC will require over the long run if poor urban households are to have access to affordable food.

### *Poverty reduction and second economy interventions*

- The creation of a positive climate for formal job creation, higher-income generation from informal-sector activities and public-sector employment.
- Labour-market interventions, which include the development of skills, the provision of job and career-opportunity information and the protection of vulnerable workers.
- Spatial restructuring, which includes bringing poorer households closer to concentrations of economic activity and opportunity, thus reducing transport costs and increasing access.
- Social inclusion, in other words the non-material aspects of poverty reduction that come from effective collective involvement at community level, which helps to build a new set of norms and values: trust, pride, tolerance, respect, self-identity, a sense of belonging, confidence, the caring of one another, coherence, integrity, dignity, solidarity and a culture of peace.

### *Integrated human settlements*

- Formalised informal housing in strategic areas through informal settlement and backyard upgrading.
- Gap housing for people who fall below the level that banks cater for and above the housing-subsidy cut-off of a R3 500 household income.
- Cross-subsidised supply within or connected to private development on high value land.
- Social housing, with special reference to inner-city areas.
- Agri-villages in and around rural towns.
- The upgraded legal rights and physical assets of backyard shack-dwellers.
- New developments on low-cost private land on urban edges.

### *Skills development*

- The building of partnerships with educational institutions.
- The promotion of engineering and built-environment skills.
- The delivering of learnership projects as part of the allocated Joint Initiative on Priority Skills Acquisition programme.
- The establishment of internships.
- A disbursement of bursaries.

### *Climate change*

- A cost-benefit analysis to determine the potential economic growth that can be supported by the current natural-resource base.
- An analysis to quantify the potential impact of climate change on priority sectors identified in the MEDS and the interventions required to ensure sustainability.
- Assistance to develop new, emerging economic sectors, such as the renewable-energy sector and the solar, wind and wave energy sector.
- Adequate details on the resultant financial and economic cost of an increase in the incidence of fires, floods and drought on basic service delivery, particularly the cost of reinforced bulk infrastructure. Planning and other developmental approval processes need to be developed to reflect the climate-change imperatives that might require amendments to rezoning processes and building-control standards.
- A communication strategy to articulate clearly not only the environmental challenges of climate change but also the direct socio-economic implications.

### ***The Provincial Spatial Development Framework (PSDF)***

The PSDF was approved on 24 June 2009 by Minister Bredell in terms of the Land Use Planning Ordinance and gazetted on 10 July 2009. It addresses the following nine objectives:

#### ***Social and economic development – improve quality of life and address poverty***

- 1 Align the future settlement pattern of the Province with areas of economic potential and the location of environmental resources.
- 2 Deliver human development programs and basic needs programs wherever they may be required.
- 3 Strategically invest scarce public sector resources where they will generate the highest socio-economic returns.
- 4 Support land reform.
- 5 Conserve and strengthen the sense of place of important natural, cultural and productive landscapes, artefacts and buildings.

#### ***Urban restructuring – reduce spatial discrimination and inefficiencies***

- 6 End the apartheid structure of urban settlements.
- 7 Conveniently locate urban activities and promote public and non-motorised transport

#### ***Environmental Sustainability – ensure that there is sufficient environmental capital for future generations***

- 8 Protect biodiversity and agricultural resources.
- 9 Minimise the consumption of scarce environmental resources, particularly water, fuel, building materials, mineral resources, electricity and land

### **Regional issues and strategies with respect to the Swartland**

#### ***Issues***

- Drought;
- West Coast tourism;
- How to balance pressure for urbanisation with water shortages and demands from agriculture; and
- Being the region of the country to be most extremely affected by global climate change.

#### ***Strategies***

- Prepare an action plan to adapt to global climate change;
- Formulate a coastal management plan to address pressure for development along the coast; and
- Promote ecological corridors linking the coastal zone to the Cederberg Mountains.

## **4.6 DISTRICT MUNICIPALITY POLICY DIRECTIONS**

### ***West Coast Regional Economic Development Strategy (REDS)***

The West Coast REDS has four main aims:

- Get the basics right and retain existing jobs
- Grow competitive businesses
- Attract new investments and funding
- Share the benefits of growth

The following specific objectives have been identified:

- To reduce by 48% the number of households living below the poverty line by 2014
- To achieve an economic growth to an annual average of 4.5% - 6% per annum by 2014
- For 40% of all visitors to the Western Cape to visit the West Coast by 2014

### 5.1 WARD PLANS

The following information per ward can be found in the ward plans:

- A profile of the ward
- Results of the 2008 rural services survey
- Service backlogs
- Strengths and opportunities
- Weaknesses and threats
- The ward's five year strategic objectives
- The ward's most important priorities
- An action plan (July 2010 - June 2011)
- A summary of actions where assistance is needed from Municipality

### 5.2 CLIENT SERVICE SURVEY

#### *Background and methodology*

This survey was done in February 2009. The main objective was to determine how ratepayers of Swartland Municipality experience service delivery and what possible improvements can be suggested. The survey dealt with the following points in question:

- Communication;
- Service delivery in total and specific evaluation of the different service delivery directorates; and
- Consumers' suggestions.

The methodology used was focus group discussions with a representative random sample of ratepayers from the different regions in the municipal area. Reasons why it was chosen as the most suitable method for obtaining information are:

- It created an informal milieu that allowed people to talk comfortably about the frustrations as well as the positive elements of service delivery;
- It allowed for in depth scrutiny of specific subjects as they arose from the discussions; and
- It presented the opportunity for richer and more valuable inputs as participants complemented one another.

The population for the random sample was based on the distribution of households in the municipal area. Respondents were thus identified as:

- Men and women from all race groups that reside in the municipal area;
- Between 25 and 50 years of age;
- Not associated with the Municipality in any way; and
- Not associated with related industries such as market research, advertising or marketing.



### ***Awareness of municipal services***

- In general most ratepayers were not aware of the extent of services delivered by Swartland Municipality.
- Awareness of services mainly focussed on the monthly-paid services, with the result that water and electricity supply, cleaning of streets, refuse removal and sewerage were frequently mentioned.
- In a few cases libraries and swimming pools were also mentioned.
- There was a clear need for more information on the business of the municipality which may possibly limit unrealistic expectations.

### ***Service delivery in general***

- In general service delivery of Swartland Municipality was judged positively, especially in comparison with other municipalities. Ratepayers that lived in other regions had many positive remarks on this.
- Certain aspects were evaluated very positively, but at the same time areas for improvement were also identified.
- Ratepayers rated the service of Swartland Municipality in general as 5-6 out of 10, whilst the municipal staff rated it as 7-8 out of 10.

### ***Specific evaluation***

POSITIVE ASPECTS	NEUTRAL ASPECTS	NEGATIVE ASPECTS
<ul style="list-style-type: none"><li>• Refuse removal</li><li>• Cleaning services</li><li>• Water supply</li><li>• Licensing</li><li>• Emergency services</li><li>• Service delivery at local offices</li><li>• Sewerage (except Riebeeke)</li><li>• Library services (except Malmesbury)</li></ul>	<ul style="list-style-type: none"><li>• Electricity supply</li><li>• Parks and amenities</li><li>• Tourism</li></ul>	<ul style="list-style-type: none"><li>• Cutting of electricity</li><li>• Municipal Police Service</li><li>• Fire response and ambulance</li><li>• Maintenance of sport fields</li><li>• Municipal swimming pool</li><li>• Building plans and inspections</li><li>• Storm water and Sewerage – Riebeeke</li><li>• Meter-readings</li></ul>

### ***Survey Results per area***

#### **Malmesbury – Central (Rating: 6/10)**

- In general there were no prominent aspects that were either good or bad.
- Refuse removal was praised.
- Tourism office was unknown.
- Meter-reading was suspicious.

#### **Malmesbury – Surroundings (Rating - Wesbank: 7/10, Chatsworth: 2/10)**

- Wesbank community was satisfied with services with high regards for emergency services and policing that were visible.
- Chatsworth's deficient infrastructure created a considerable cause for unhappiness that affected all other opinions negatively.
- Both communities were ignorant about non-payment and suspension of services.

#### **Moorreesburg (Rating: 5/10)**

- In general there were no prominent aspects that were either good or bad.
- Officials were praised.
- Police was criticised.
- Meter-reading was suspicious.

Riebeek West / Riebeek Kasteel (Rating: 6/10)

- Good comment on libraries.
- Storm water was regarded as a problem.
- Workers sometimes appeared inactive in public.
- Meter-reading was suspicious.

Darling (Rating: 5/10)

- Considerable general frustrations and unhappiness.
- Felt alienated from Malmesbury.
- No specific services were described as poor.

Yzerfontein (Rating: 5/10)

- Felt unhappy about tariff-distribution.
- Seasonal pressure on service-delivery and law enforcement created problems.
- No services were described as poor.

### 5.3 FINANCIAL ANALYSIS

The following input was provided by Dr CJ Kapp of ZMS Management Solutions (Pty) Ltd.

***Viability assessment***

The assessment was done by using the same financial ratios as in the past. The results for 2008 and 2009 are reflected in the table below:

Ratio	Standard	Results % - 2008	Results % - 2009
Cash available for operating purposes	15	15	15
Short-term debt	5	5	5
Debtor's movement	7	7	7
Debtor's turnover	8	2	2
Creditor's turnover	5	3	5
Capital cost	8	8	8
Long-term debt	7	7	7
Staff costs	5	0	1
Cash funded	10	10	10
Maintenance	7	0	0
Grant dependency	6	6	6
Funding options employed	17	17	17
	<b>100</b>	<b>80</b>	<b>83</b>

The Municipality's score improved by 3% which reflects that the Municipality is financially sound and will be able to access the capital market to borrow for infrastructure.

### ***Areas of concern***

- Debtor's turnover is still increasing. The trend over the last three years was as follows:

2007	2008	2009
46 days	55 days	57 days

During 2009 the debtors increased by R6.1m which is indicative of the economic decline and inability to pay for rates and service charges. The implementation of the Property Rates Act has shifted the cost burden from disadvantaged to affluent areas.

- Staff cost has never been an issue for the Municipality. The introduction of TASK and the creation of new posts and job descriptions have distorted costs. Staff cost still requires the biggest portion of income (35%) and needs to be managed conservatively.
- Maintenance as a percentage of expenditure has increased from 5.8% in 2007/2008 to 5.9% in 2008/2009. In 2009/2010 it decreased to 5.4%. Although it only reflects the material cost, heads of departments must indicate whether it is sufficient and in line with the Municipality's maintenance plan.

### ***Other aspects relating to the financial statements***

The cash situation of the Municipality has improved during 2009. This is reflected in the following table:

	2008	2009
Provision for retirement benefits	19 150 406	21 134 252
Non-current provisions	2 483 370	3 102 826
Unspent conditional grants	9 082 730	11 534 086
Capital replacement reserve	67 006 316	96 890 422
Net current liabilities	12 959 364	10 134 098
Accumulated surplus	23 681 720	52 142 328
Housing development fund		2 828 029
	<b>134 363 906</b>	<b>197 766 041</b>

The following conclusions can be made:

- The overall cash situation has improved by R63m.
- The retirement benefits and non-current provisions do not need to be cash funded.
- A portion of the accumulated surplus can be transferred to the capital replacement reserve as the cash funded portion is more than the operating requirements.
- The municipality borrowed approximately R45m during the year for infrastructure. This has released some of the internal funds used as bridging finance.

The improvement in the cash situation was caused by the provision for interest and redemption that was not required due to the fact that loans were taken up late in the financial year. Additional interest was earned on external investments and land sales of R15.8m was realised.

### **Viability**

When I say that the municipality is financially sound and will be able to access the capital market it must be viewed in the light of:-

- The extent of external borrowing available. The external debt of the municipality already amounts to R66.2m or 26% of revenue. Financial institutions will lend between 40 to 50% of revenue if cash flows are in order. This means that between R26.4m and R49.5m is still available for future infrastructure.
- Internal funds available. The capital replacement fund currently amounts to R968.9m. This can be improved by a further R30m transfer from the accumulated surplus if the CFO agrees. As at 30 June 2009, R52.1m in cash was available in the accumulated surplus. The operating requirements are far less.
- Future capital requirements. The three year program indicates that the following infrastructure is required:

Source Capital	2009/10 61,1	2010/11 55,0	2011/12 54,6	Total 170,7
Loans	15,2	18,5	26,0	59,7
CRR	22,4	22,2	19,6	64,2
Grants	14,0	10,4	9,0	33,4
Equitable share	7,5			7,5
DME		3,9		3,9
Vuna	2,0			2,0
	<b>61,1</b>	<b>55,0</b>	<b>54,6</b>	<b>170,7</b>

Without providing for inflation it appears that the borrowing requirements exceed the available amount. Fortunately it can be compensated by the amount available in the capital replacement reserve. All of the above must be viewed in the light of what Dr Jac Laubscher, Chief economist of Sanlam, shared with the joint meeting of the Finance and Budgetary Portfolio Committees in parliament on 3 November 2009 (The Burger, 4 November 2009). He says that South Africa is heading for a fiscal disaster. National borrowing is heading towards 50% of GDP, Government spending is uncontrollable and all reserves are exhausted. The Swartland Municipality should avoid such a situation by introducing a proper management plan.

# Departmental needs and constraints

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## 6.1 CIVIL ENGINEERING SERVICES

*What are the most critical service needs that must be addressed over the next five years?*

### General

- Due to the shift in emphasis within local government level from service delivery to administrative/corporative actions in order to comply with legal requirements, there is increasingly an opinion under those people paying tax and for services, that they don't get value for their money with respect to visible services.
- This shift in focus of municipalities has already shown cracks – decay in roads, water and sewerage pipes, and storm water systems at all municipalities.
- Valuable “technical time” that could be devoted to communities, is taken up by widely diverse actions in an attempt to be legally compliant.
- A total shift in focus must therefore first take place – away from the over regulating of administrative actions back to the core functions for which we are responsible in terms of the Constitution.
- Promulgate and promote a co-operative government
- More effective IDP'S
- Political and municipal structures (separation of functions )

### Buildings and maintenance

- As with any other services/structures buildings also have a “expected useable life” (EUL). The “remaining useable life” (RUL) of buildings can however only be extended if meaningful maintenance is done to that specific building every five years.
- Swartland Municipality has at its disposal a number of buildings that are many years old and with unique architectures. There is not only an obligation on the Municipality to do maintenance in such a way that the useable life of the buildings is extended, but also to handle the sensitive architectures with “respect”.
- Apart from the approximately R1.45 million needed annually for the next ten years, an awareness campaign must be launched through good communication to sensitise residents of our area towards our historical heritage.
- Meaningful maintenance to municipal buildings can be an incentive for private individuals to also upgrade their own buildings with the necessary “historical respect”.
- This joint effort can change and certainly improve the “face” of the Swartland towns.

### Civil Services

- With the exception of Yzerfontein, streets, storm water pipes, water- and sewerage networks in the Swartland are more than 50 years old.
- Through good maintenance over the past 20 years, the RUL was doubled. Above-mentioned services have however now reached a critical state.
- All overarching plans that prescribes periods, procedures and methods, are in place and must now be implemented.
- The existing services must enjoy precedence above the installation of new infrastructure.

## **Cleaning Services**

### General

- Capacity must be created in the Cleaning Section to deal with illegal dumping by itself (e.g. a good digger and 2 tip lorries).
- Shelters for three of Malmesbury's refuse trucks that stand in the open outside working hours.
- Capacity or money to service recycle igloos.
- Implementation of a two bag refuse removal system at dwelling houses.
- Enough funding to implement one man contracts right through the year.
- Extension of refuse removal service to rural areas.
- 6 m<sup>3</sup> containers for composting plant at Moorreesburg.

### Dumping sites

- Yzerfontein's dumping site must close (only the transfer station must remain).
- Darling's dumping site must be fenced for better control and infrastructure (roads) must be upgraded.

### ***What prevents the department to address the above-mentioned needs***

#### **General**

- External plans "brush off".
- Exaggerated policies.
- Time consuming processes and procedures.
- Exaggerated financial control.
- Fear for corruption.
- Exaggerated administrative handling.

#### **Personnel**

- The remuneration structure in local governments does not take into account the scarcity of technical staff. The scarcity of technical staff is time and again revealed when posts are advertised because correctly qualified persons do not apply.

#### **Finances**

- The investigation into the condition of the assets of the Municipality was just completed. This was a comprehensive investigation of which the results are reliable and scientifically grounded. The execution of these plans will however cost the Municipality millions of rands.

## **6.2 ELECTRICAL ENGINEERING SERVICES**

### ***What are the most critical service needs that must be addressed over the next five years?***

#### **General**

- Appointment of qualified staff according to organogram for specialist functions.
- Improvement of procedures for implementation of supply meters.
- Replacement of outdated vehicles and equipment.
- Improvement of efficiency through control and protection of income, i.e. the limiting and monitoring of non technical losses through analysis and inspection.

## **Design and planning as well as project implementation**

### Malmesbury:

- Upgrading of bulk supply by means of the Klipfontein substation.
- Replacement/upgrading of outdated electrical switchgear where the design life is exceeded and the safety of operators is at stake.
- Replacement/upgrading of outdated electrical low voltage lines where the safety of the public is at stake.
- Upgrading of regional networks from the new Klipfontein substation for the northern areas.
- Upgrading of industrial ring supply to provide for the new sewerage works.

### Moorreesburg:

- Upgrading of bulk supply by the reconstruction of supply line 1.
- Replacement/upgrading of outdated electrical switchgear where the design life is exceeded and the safety of operators is at stake.
- Replacement/upgrading of outdated electrical cables where the design life is exceeded and the reliability of power supply is at stake.
- Upgrading of high voltage main ring circuit and regional substations.

### Darling:

- Upgrading of bulk supply i.e. Eskom substation and a second supply cable to the main substation.
- Replacement/upgrading of outdated electrical switchgear where the design life is exceeded and the safety of operators is at stake.
- Replacement/upgrading of outdated electrical high and low voltage lines where the safety of the public is at stake.

### Yzerfontein:

- Upgrading of bulk supply by means of a second supply cable (critical as failing of the one existing cable will result in a general power failure in Yzerfontein for up to 20 hours).
- Replacement of outdated mini substations with insufficient switch gear.

### Swartland including towns in Eskom supply area:

- Provision and upgrading of street lights.

## **Operation, maintenance and construction**

- Maintenance of a qualified personnel corps for sustainable service delivery at each depot.
- Sufficient funding on operating budget for existing and new developments.
- Improvement of safety with respect to high voltage network operation and maintenance (safety procedures, documenting and training).
- Improvement of safety with respect to departmental construction (safety plans, procedures and documenting).
- Improvement of maintenance programmes and documenting of maintenance.
- Improvement of documenting of complaints and client services.

### ***What prevents the department to address the above-mentioned needs?***

- Insufficient funding
- Non-availability of staff with scarce and specialist skills.

### 6.3 PROTECTION SERVICES

*What are the most critical service needs that must be addressed over the next five years?*

#### **Municipal Police (SMPS)**

- Compliance to the SMPS's business plan – grew to 60 officials.
- Establishment of a precinct in ward 7 (inspector and six constables).
- Address communication problem. Direct telephone line or address enquiries from the public through the establishment of a client service point.
- Radio communication between towns needs urgent attention.
- Construction and management of an animal pound.
- Management of a vehicle pound in line with legislation.
- Development of a policy/strategy for the effective management of illegal structures; land invasions; displaced persons and street children.
- Replacement of old patrol vehicles with fit for purpose vehicles such as highway patrol vehicles for N7 and R27.
- In service training of officers.
- Upgrading of the Darling Office to provide for learner licence testing.
- Changing of shifts in Malmesbury.

#### **Fire and emergency services**

- Outdated vehicles and equipment.
- Not enough vehicles. Vehicles not suited for rough terrain and therefore do not last.
- Insufficient budget.
- Staff has not received the necessary formal training. Only one qualified fireman.
- Emergency calls take too long to get through from the public.
- Radio reception is not available everywhere in the Swartland area.
- Too many fires at one time to handle especially in the summer months.
- Staff is too wide spread – difficult to get them together during the day.
- Too many drivers on vehicles which cause the vehicles to break down more often.
- Emergency numbers must be made comprehensible.
- Crowd control at shack fires puts a damper on fire fighting (Swartland Municipal Police Service must give assistance).
- Great distances that are travelled to fires (reaction time not on standard).
- Fire Prevention Officer not yet appointed (vacant posts must be funded and filled).
- Not enough recognition given to staff.
- No storage space for vehicles – fire fighting vehicles are left in the wind and rain.
- Disaster management capacity needs to be developed.
- Improvement of documenting of complaints and client services.

#### **Harbour: Yzerfontein**

##### Harbour

- Staff shortages (need at least 3 persons).
- Parking – boat trailers in peak times (harbour too small if snoek runs).
- Safety of stone jetty. Installation of a railing is needed.
- Store and toilet upgrading (toilets insufficient).



- Resealing of tar surface within the harbour.
- Rehabilitation of sea banks between harbour and sea.

*NOTE: The harbour is not a core function of the Municipality and outsourcing is being investigated.*

#### Fish market

- Provision of store (tools) - can be a container.
- Fish gutting area too small (sport fishermen are increasing).
- Blood water reservoir too small.
- Placement/upgrading of outdated electrical switchgear where the design life is exceeded and the safety of operators is at stake.

***What prevents the department to address the above-mentioned needs?***

#### **Fire and emergency services:**

- Insufficient budget.
- Uncertainty on where the Fire Service function will be placed.

*NOTE: As from 1 July 2010 Swartland Municipality is responsible for structure fires and the District Municipality for veld fires.*

#### **Harbour: Yzerfontein:**

- Shortage of space for extra parking.
- Insufficient budget.
- The fish industry is unpredictable.

#### **Swartland Municipal Police Service (SMPS)**

- Insufficient budget.
- Provision of basic services in the municipal area places soft services such as policing under pressure.
- Uncertainty of the future of Municipal Police Services in SA - Incorporated into SAPS.

## **6.4 DEVELOPMENT SERVICES**

***What are the most critical service needs that must be addressed over the next five years?***

#### **Housing**

- Sustainable Integrated Human Settlements.
- Normalisation of communities.
- Economically viable.

#### **Planning, Building control and Valuation**

- Ownership (Municipality/Departments) of SDF – all developmental needs.
- Creating a favourable economic climate through proactive infrastructure, planning and implementation.
- Finalisation and implementation of integrated zoning scheme regulations. House shops, taverns, etc.
- Agreements with Cape Nature and other conservation organisations concerning a conservation area in Swartland.
- Implementing and monitoring of general and supplementary valuation.

### **Community development**

- Strategic direction of Social Development.
- Personnel structure.
- Budget.
- Contracts with role-players at multi-purpose centre's (Thusong).
- Role clarification.
- Liability with respect to Management/Funding.
- Other organisations that provide funds.
- Availability of land/infrastructure for farming.
- Executing children facilities policy.

### **Occupational Health and Safety**

- Clean environment.
- Enforcement of the Occupational Health and Safety Act.
- Extension of Caravan Park/camping amenities.

*What prevents the department to address the above-mentioned needs?*

### **Housing**

- Availability of suitable land.
- Acceptance of the draft by developers.
- Adequate funding.
- Collective planning between departments.
- Financial impact.
- Influx of people.

### **Planning, building control and valuation**

- Funding of SDF. Implementation of SDF. Implementation of PPP's.
- Pro-active strategic thinking concerning infrastructure planning.
- Provincial Department's acceptance/approval of integrated zoning scheme regulations / amendments as a result of changing legislation and needs.
- Absence of adequate and competent tenders for valuations.

### **Community Development**

- Unawareness of council's legal obligation in respect of social development.
- Fragmented. Insensitivity in respect of social development in other departments.
- Financial implications of contracts.
- Unavailability of land in respect of small farmers. Not a core function of the Municipality but part of economic development.

## **Occupational Health and Safety**

- Collaborating with other role-players, departments: Spheres of government as well as the private sector: Enforcement of legislation.
- Urgency with assigning authority to directors (Occupational Health and Safety Act): Collaborating / insensitiveness of personnel in respect of the application / implementation to the requirements of Occupational Health and Safety policy.
- Funding of extension: caravan stands. Construction, maintenance of existing infrastructure. Software for computer. Capacity / Personnel.

*NOTE: The caravan park is not a core function of the Municipality and outsourcing is being investigated.*

## **6.5 CORPORATE SERVICES**

*What are the most critical service needs that must be addressed over the next five years?*

### **Capacity needs**

- Establishment of an internal legal support division (legal compliance, contract, disciplinary matters, policies and by-laws, litigation and revisions/appeals).
- Future monitoring of development conditions?
- Legal costs.
- Other municipalities, e.g. Mosselbay (4), Overstrand (2).

### **Accommodation requirements**

- Insufficient (confidentiality issues, etc).
- Training venue (for training, hearings, interviews, testing of candidates, etc.)
- Main registry and sub-archives
- Provision/extension of library facilities: population growth.
- Provision of libraries in smaller towns.
- Office extensions: international liaison office.

### **Sustainability guarantees**

- Long term plan for Sondeza, e.g. funding, new partners, own / permanent venue.
- Libraries: clear mandate necessary.
- Client services: regular/annual evaluation of service delivery; one-stop services (call centre) in future?
- Ward committees: ensure constant, active participation.
- Junior Town Council: constant innovation.

### **Maintenance/upgrading of infrastructure**

- Maintenance plan and funding necessary to prevent degrading/ decay of hall facilities (hard infrastructure) (no say in or control over maintenance funding).
- Conversion of office - and hall accommodation to promote disability friendliness.
- Upgrading of computer infrastructure and internet-access at libraries.

### **Tourism**

- Swartland Municipality must effectuate better co-operation between all role-players/ towns to improve benefit from tourism

*What prevents the department to address the above-mentioned needs?*

- Lack of capacity.
- Lack of funding.
- Lack of buy-in/commitment by certain role-players.
- Unfunded mandates: Libraries and museums.
- Maintenance of infrastructure: no say in or control over funding.

## **6.6 FINANCIAL SERVICES**

*What are the most critical service needs that must be addressed over the next five years?*

- Non compliance with statutory stipulations.
- Budget should be more precise (Departments must allocate realistic amounts).
- IT will elaborate more on their intentions.
- SCM division: centralisation of stores - must only be in Malmesbury.
- R200 000 limit difficult to predict if officials do not predict realistically.
- Expenditure section – Promun upgrade throw out menu's and reports.
- Safety of Sanlam offices.
- Pay Day reports are not user friendly.

*What prevents the department to address the above-mentioned needs?*

- Staff vacancies can lead to a shortage in skills.
- Office space totally inadequate.
- Updating of financial system software
- Insufficient time for in service training
- Lack of inter departmental communication and training.

## **6.7 OFFICE OF THE MUNICIPAL MANAGER**

*What are the most critical service needs that must be addressed over the next five years?*

### **Unfunded mandates**

- The fact that the following unfunded mandates were not addressed by national and provincial governments since 5 December 2000, is proof of the lack of leadership and understanding of what is happening on local government level:
  - Libraries
  - Museums
  - Disaster management
  - Enforcement of environmental regulations (Biodiversity Act No 10 of 2004 and Protected Areas Act No 57 of 2003)
  - Regional planning
  - Passenger transport management
  - Traffic enforcement on provincial / national roads
  - Vehicle licensing
  - Drivers licensing

- Road worthy tests
- Provincial roads
- Housing
- In the 2008/2009 financial year Swartland ratepayers had to contribute R11.8 million to the development of 540 low cost houses in Darling. The MIG allocation falls short by far. The funds were not used for luxuries, but for essentials such as:
  - Fencing.
  - Upgrading of sewerage system, streets and electricity inside dwellings.
  - Installation of formal storm water system
  - Creation of commercial erven and community facilities
  - External services not covered by MIG funds
- These unfunded mandates are the cause that municipalities cannot fulfil its constitutional obligation with respect to their core functions.

### **Core functions**

- The focus of a municipality must be service delivery with respect to the following functions:
  - Provision of water
  - Provision of electricity
  - Provision of sewerage
  - Provision of refuse removal
  - Provision of streets and storm water systems
  - Sustainable development with the focus on the environment, the economy and the human being
- This approach is subject to the financial and administrative capacity of the Municipality and unfunded mandates prevents the fulfilment thereof.

### **Investment in staff**

- The inability of various role players to implement the TASK job evaluation system is not only proof of a lack of leadership and understanding with respect to local government, but also contributed to the loss of skilful staff.
- Aforementioned inability is a contributing factor to the low morale of staff because of expectations that were created since 1 January 2004 only to move the goalposts time and again. As a counter to this Swartland Municipality implemented the prosperity partnership approach and process that focus on:
  - a leadership philosophy
  - a value system
  - rules
  - the Invocom methodology.

# The challenge

## 7.1 MAJOR RESTRAINING FACTORS

The following factors have a massive impact on the finances of the Municipality and limit sustainable service delivery:

- Eskom's four consecutive annual tariff increases of -
  - 31,8% in 2009/2010;
  - 24,8% in 2010/2011;
  - 25,8% in 2011/2012; and
  - 25,9% in 2012/2013.
- A 10,8% increase in the price of bulk water purchased by the Municipality from the West Coast District Municipality.
- Collective agreements with respect to salary increases

Increase with effect from 1 July 2009 -	
• Pensionable	10.5%
• Non-pensionable	2.5%
Increase with effect from 1 July 2010	CPIX + 1.5% (If we assume a CPIX of 7.5%, the increase will be 9%)
Increase with effect from 1 July 2011	CPIX + 2% (With the above assumption of 7.5%, the increase will be 9.5%)

The following example (labourer) shows the impact of the collective agreement:

Basic salary in 1 June 2009 (benefits excluded)	R3 600
Increase on 1 July 2009	+ 10.5% (R378) = R3 978
	+ 2.5% (R90) = R4 068
Increase on 1 July 2010	+ 9% (R366) = R4 434
Increase on 1 July 2011	+ 9.5% (R421) = R4 855

This therefore represents an increase of R1 255 or 35% over the period 1 June 2009 to 1 July 2011.

The increase of 35% in personnel cost over a period of 25 months literally is the "mortal wound" for many municipalities. In the rural areas such escalation is just not attainable. The increase in personnel cost causes service delivery to become too expensive. Municipalities will definitely have to look at cheaper options including privatisation. In addition a balance will have to be found and maintained between service delivery and legal compliance.

- The retention and attraction of skilled staff.
- A lack of capacity with respect to -
  - Sewerage;
  - Electricity; and
  - Bulk water supply.
- Services backlogs in Ward 7
- Upgrading and renewal of existing infrastructure

- Implementation of the REDS and one government service will further paralyse service delivery.
- Unfunded Mandates: These are -
  - Libraries;
  - Museums;
  - Motor licenses;
  - Road worthy testing;
  - Learners and drivers licenses;
  - Veld fires; and
  - Low cost housing.

During the 2008/2009 financial year unfunded mandates cost the Municipality in the region of R18 million of which R13 million had to be provided for on the capital budget and R5 million on the operating budget.

## 7.2 WHAT THE MUNICIPALITY DOES WELL

We should however not lose focus of the Municipality's successes. Examples of these are -

- three consecutive unqualified audits;
- performance indicators and targets for councillors that has been approved and is currently being implemented;
- section 53 role clarification that has been finalised and approved by all parties;
- discipline in the organisation that has been tightened up;
- personnel empowerment;
- accessing of outside funding;
- the Client Services Charter that has been finalised and was launched at the end of March 2010;
- an up to date asset register;
- extensive use of electronic systems to streamline processes and increase customer satisfaction;
- income generating projects;
- a good record of completing projects;
- housing delivery (irrespective of the problem with unfunded mandates); and
- communication – client services model.

## 7.3 TWENTY YEAR CAPITAL NEEDS

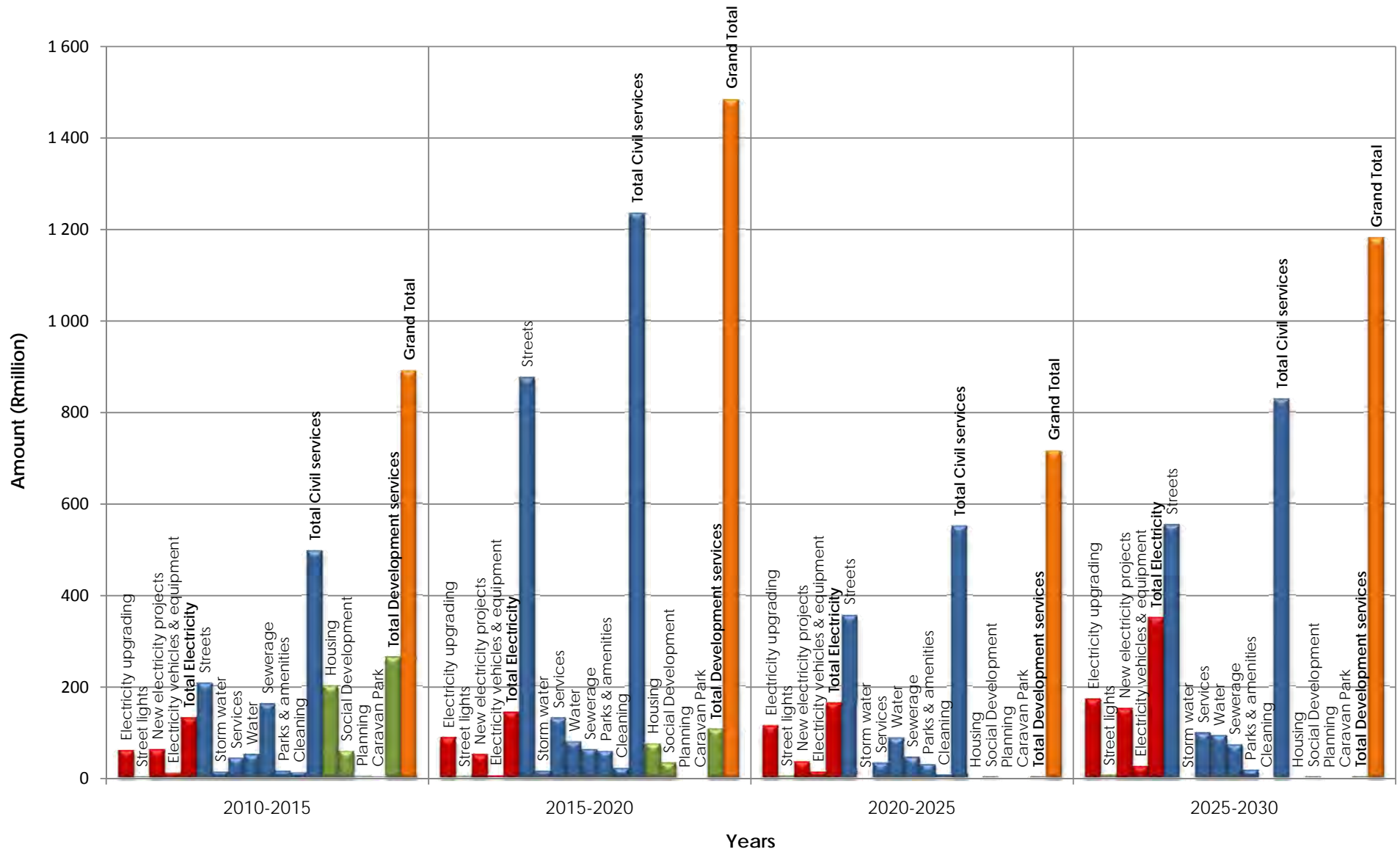
The November 2009 Strategy Workshop was followed up by a working session held on 1 February 2010. During this session the 20 year capital needs were tabled by the departments concerned. It indicates the funds needed per year if we were to provide and maintain services optimally. A substantial portion of the funds will be covered by external sources such as MIG, Equitable Share, Provincial grants, etc. Notwithstanding the external funding, the amount needed still exceeds the available funds by a huge margin if the Municipality's existing capital budget for the next three financial years is taken into account.

The following table and graph shows the major capital needs over the twenty year period 2010 to 2030:

SERVICE	2010-2015	2015-2020	2020-2025	2025-2030
<b>Electricity:</b>	<b>R130.48m</b>	<b>R142.57m</b>	<b>R162.60m</b>	<b>R349.64m</b>
Upgrading of networks	R59.00m	R86.71m	R113.04m	R171.20m
Malmesbury	R24.38m	R37.40m	R54.29m	R82.51m
Moorreesburg	R15.38m	R17.68m	R22.19m	R30.79m
Darling	R11.87m	R20.54m	R27.83m	R40.35m
Yzerfontein	R7.36m	R11.08m	R8.73m	R17.56m
Street lights	R1.31m	R1.97m	R2.89m	R4.25m
New projects	R61.16m	R50.19m	R34.86m	R150.54m
Malmesbury	R17.71m	R35.36m	R0m	R148.42m
Moorreesburg	R17.18m	R0m	R20.11m	R0m
Darling	R14.67m	R0m	R13.30m	R0m
Yzerfontein	R5.50m	R11.41m	R0m	R0m
Ander	R6.09m	R3.42m	R1.45m	R2.12m
Vehicles & equipment	R9.01m	R3.70m	R11.80m	R23.65m
<b>Civil services:</b>	<b>R496.16m</b>	<b>R1 235.64m</b>	<b>R550.74m</b>	<b>R829.26m</b>
Streets	R206.43m	R875.33m	R355.35m	R553.10m
Storm water	R12.28m	R13.40m	R0.00m	R0.00m
Services	R42.48m	R130.33m	R31.39m	R97.37m
Water	R49.90m	R78.17m	R85.83m	R91.05m
Sewerage	R161.19m	R61.08m	R44.49m	R71.65m
Parks & amenities	R13.48m	R57.34m	R28.68m	R16.08m
Cleansing	R10.41m	R20.00m	R5.00m	R0.00m
<b>Development services:</b>	<b>R262.92m</b>	<b>R105.27m</b>	<b>R1.10m</b>	<b>R1.20m</b>
Housing	R200.65m	R73.50m	R0m	R0m
Social Development	R57.69m	R31.77m	R1.10m	R1.20m
Planning	R3.20m	R0m	R0m	R0m
Caravan Park	R1.38m	R0m	R0m	R0m
<b>Grand Total</b>	<b>R889.57m</b>	<b>R1 483.49m</b>	<b>R714.43m</b>	<b>R1 180.09m</b>



## 20 year capital needs



# The Strategy

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## 8.1 THE MUNICIPALITY'S VISION, MISSION, LEADERSHIP PHILOSOPHY AND VALUES

### *Vision*

We build sustainable partnerships with all our people

### *Mission*

We ensure social and economic stability and growth through the sustainable delivery of all primary and secondary services to all our interest groups

### *Leadership philosophy*

Through participation, understanding and purposefulness we create an environment in which staff flourish and deliver an outstanding and sustainable service.

### *Values*

- Mutual respect
- Positive attitude
- Honesty and integrity
- Self-discipline
- Solidarity and commitment
- Support
- Work in harmony

## 8.2 STRATEGIC ACTIONS AGREED UPON AT A STRATEGY WORKSHOP HELD ON 24 AND 25 NOVEMBER 2009 AT YZERFONTEIN

During this workshop participants were divided into groups with the task to discuss what the organisation must -

- **stop** doing,
- **start** doing, and
- **continue** doing.

The participants agreed on the following:

### **STOP...**

- Creating unrealistic expectations
- Performing unfunded mandates without clear service delivery agreements in place
- Using lack of funding as an excuse
- Providing sporting facilities in an unsustainable manner
- Inadequate internal and external communication
- Inadequate interaction between officials and decision-makers
- Internal bickering, disrespect and creation of distrust
- Silo-based planning and operations
- Providing housing in areas that do not represent economic growth points

- Tarring of gravel roads that are not essential
- Passing the buck
- Unnecessary meetings
- Over emphasis of rules, regulations and controls (red tape)
- Over-complicating policies and making rules that hampers the development process
- Damaging the natural environment through the things we do and allow to take place
- Bad planning and lack of integration between plans and budgets
- Short terms thinking
- Traditional approaches to energy provision and municipal service delivery in general
- Engaging in initiatives in which the triple bottom line return is not clear

#### **START...**

- Introducing an improved system of meetings and meeting management
- Improving communications, marketing and customer services.
- Improving inter-action between departments and the different layers of the organisation
- Cross-pollination and improved information flows between departments
- Creating a balance between expectations and value offer;
- Prioritising the service offer across the municipality and to ward structures;
- Focusing on the unique qualities and requirements of each of the towns and settlements in our area of jurisdiction (as opposed to following a one size fits all approach);
- Proactive integrated medium to long term planning and integration of various sectoral plans
- Thinking and acting more strategically (i.e. focus on the longer term)
- Thinking clean and green
- A process of transferring non-core responsibilities (e.g. fire services) to other government spheres and institutions;
- Empowering the organisation bottom up;
- Providing more focused and accredited training
- Sharing knowledge
- Doing more with less (i.e. rendering quality services in spite of financial constraints)
- Enhancing the productive utilisation of all resources (including staff)
- Providing recognition (not necessarily rewards) for work well done
- Streamlining key operational and support processes
- Introducing and experimenting with alternative ways of service delivery
- Looking at ways and means of enabling delivery instead of hampering delivery
- Actively exploring the role and contribution of appropriate public, private and community partnerships in service delivery and development processes (e.g. in areas such as street cleaning)
- Getting to know our partners (e.g. trade unions)
- Creating more user friendly offices
- Managing by walking around
- Applying "fit for purpose" and incentivizing attraction and retention of scarce skills
- Working with a sound understanding of the range of economic, environmental and social (people) needs at stake
- Introducing meaningful budgetary control
- Focusing on income generating projects

- Using funds from unfunded mandates to improve sustainability of basic services
- Managing risks and focusing on better utilization of all resources
- Executing the energy saving policy proposals already adopted

#### **CONTINUE...**

- Providing what we're good at i.e. basic services;
- Improving on current standards
- Maintaining existing service delivery levels and affordability structures
- Exploring new technology, new approaches to service delivery and new ways of operating and maintaining services
- Creating and maintaining a safe environment;
- Giving recognition to our communities and rate payers;
- Building on the existing constructive relationship between councillors and officials;
- The active application of agreed to values;
- Building on the successes and the existing competency base of the Municipality;
- Building labour capacity
- The pursuit of sustainability in everything we do.
- Keeping each other informed
- Inter-departmental dialogue (Invocoms)
- Changing mindsets internal to the organization as well as with decision-makers and communities
- Being open to new ideas and new ways of doing things
- Ongoing monitoring and evaluation at all levels of operation
- The practice of requiring compliance with "green criteria" in building plan approvals (e.g. in respect of energy saving)
- Re-cycling and re-use at refuse sites

### **8.3 LOCAL GOVERNMENT TURN AROUND STRATEGY**

#### ***Targets for service delivery***

Sector	Minimum standards 2014 target
Water	All households to have access to at least clean piped water within 200m from the household
Sanitation	All households to have access to at least a ventilated pit latrine on site
Electricity	All households to be connected to the national grid
Refuse removal	All households to have access to at least once-a-week refuse removal services
Housing	All existing informal settlements to be formalised with land-use plans for economic and social facilities and with provision of permanent basic services
Other (education, health, roads, transport, sport and recreation, street trading, parks, community halls, etc.	Standards for access for all other social, government and economic services must be clearly defined, planned and, where possible, implemented by each sector working together with municipalities in the development and implementation of IDP's

### *Five strategic objectives that will guide the turn around strategy*

- Ensure that municipalities meet the **basic service needs** of communities
- Build **clean, effective, efficient, responsive and accountable** local government
- Improve **performance and professionalism** in municipalities
- Improve **national and provincial policy, oversight and support** for municipalities
- Strengthen **partnerships** between local government, communities and civil society

### *Key interventions*

- National Government (including state enterprises) organises itself better in relation to local government
- Provinces improve their support and oversight responsibilities over local government
- Municipalities reflect on their own performance and identify their own tailor-made turnaround strategies
- All three spheres of government improve inter-governmental relations (IGR) in practice
- Political parties promote and enhance the institutional integrity of municipalities
- A social compact is put in place where all citizens, including public officials at all levels, those in the private sector, trade unions and professional bodies are guided in their actions and involvement by a common set of governance values

### *Immediate pre-2011 priorities*

- Address immediate financial and administrative problems in municipalities
- Regulations to stem indiscriminate hiring and firing
- Ensure and implement a transparent municipal supply chain management system
- Strengthen ward committee capacity and implement new ward committee governance model
- National and provincial commitment to IDP's
- Differentiated responsibilities and simplified IDP's
- Funding and capacity strategy for municipal infrastructure
- Intergovernmental agreement with metros on informal settlement upgrade including alignment of MIG and housing subsidy grants
- Review and rearrange capacity grants and programmes
- Upscale Community Works Programme to ensure ward based development systems
- Implement the Revenue Enhancement - Public Mobilisation campaign
- Launch the "good citizenship" campaign, focussing on governance values
- Preparation for next term of local government - inspire public confidence including commitment by political parties to put up credible candidates for elections.

### *Post 2011 priorities*

- A single election for national, provincial and local government
- All citizens have access to affordable basic services
- Eradication of all informal settlements
- Clean cities through management of waste in such a way that it creates employment and wealth
- Infrastructure backlogs are reduced significantly
- All schools, clinics, hospitals and other public facilities have access to water, sanitation and electricity
- Each ward has at least one sporting facility
- Each municipality has the necessary ICT infrastructure and connectivity
- All provinces and municipalities have clean audits

- Violent service delivery protests are eliminated
- Municipal debt is reduced by half
- Empowered and capacitated organs of people's power (street, block/section, village and ward committees)
- Trained and competent councillors, officials and ward committee members

#### ***Provincial roles and responsibilities***

- Each province will develop a province specific implementation plan
- Provincial sector departments have to identify at least three priority interventions to ensure better State cohesion and improved service delivery at municipal level
- A key role of provinces in the implementation of the turn around strategy will be support, monitoring and reporting on provincial sector performance regarding -
  - alignment with the National Government approach
  - allocation of more resources towards the local government function
  - improvement of performance and accountability
  - improved oversight of municipalities
  - monitoring and reporting on the implementation of the turn around strategy

#### ***Municipal roles and responsibilities***

- Municipalities will reflect on their own performance and identify their own tailor-made turn around strategies which will be based on the diagnosis of the situation in every municipality
- The municipal turn around strategy should respond to the municipal differentiated and specific priority focal areas, namely service delivery, spatial conditions, governance, local economic development, labour relations and financial management.
- Each municipality must identify at least three key levers that will drive their turn around plan. These must be prioritised in the IDP, SDBIP and budget

### **8.4 THE MUNICIPALITY'S SUSTAINABLE LONG TERM STRATEGY**

How does the Municipality effectively deal with the magnitude of challenges and still remain financially viable over the longer term? Business as usual undoubtedly will not solve the problem; instead it will in all probability lead to the financial downfall of the organisation. The question requires a new way of looking at the issues at hand and the seeking for solutions of which some have probably never before been tried and tested in local government.

To effectively deal with the challenges facing the Municipality our political and administrative leaders will need to -

- work smarter and with complete dedication;
- take risks and stretch boundaries;
- think about the future in a new and creative way and to seek unparalleled solutions;
- focus on optimising organisational performance;
- move toward an organisational culture that adapts more easily to change; and
- take tough and sometimes unpopular decisions.

As part of the local government turn around strategy the following table was compiled during a work session with Provincial Government, Department of Cooperative Governance and Traditional Affairs, Development Bank of Southern Africa and Swartland Municipality. Many questions still remain to be answered and it is suggested that the long term strategy be finalised over the next twelve months in collaboration with stakeholders and role-players both internal and external to the organisation.

Challenges	Causes	Changed situation by June 2011	Municipal action	Unblocking action needed from other government spheres and agencies
Eskom's excessive four consecutive annual tariff increases places a heavy financial burden on local rate payers	Lack of understanding from national agencies of the income base of municipalities.	Cannot change		
Increase in price of bulk water purchases from the West Coast District Municipality (10.8%) places a heavy financial burden on local rate payers	Lack of understanding from national agencies of the income base of municipalities.	Cannot change		
Implementation of 3 year salary negotiations too costly for municipality to maintain. (Increase = 35% over a period of 25 months). The increase in personnel cost causes service delivery to become too expensive	Lack of understanding from national agencies of the income base of municipalities.	Cannot change due to collective agreement	<ul style="list-style-type: none"> <li>• Look at cheaper options including outsourcing of non-core municipal functions.</li> <li>• Find and maintain a balance between service delivery and legal compliance.</li> <li>• Consider possible retrenchments.</li> </ul>	High level interaction on National level regarding other sources of income for municipalities.
Retention and attraction of skilled staff	<ul style="list-style-type: none"> <li>• Competing salaries in private sector and other larger government bodies.</li> <li>• "Brain drain" to other countries.</li> <li>• Lack of trained professionals.</li> </ul>	Scarce skills policy exists.		
Lack of capacity with respect to - <ul style="list-style-type: none"> <li>• Sewerage</li> <li>• Electricity</li> <li>• Water</li> </ul>				
Service backlogs in Ward 7. (±2 800 households)	Historically no services were rendered to relevant ward.	<ul style="list-style-type: none"> <li>• Provision of bulk water for housing project.</li> <li>• Cancellation of general plan of the Greater Chatsworth</li> </ul>	Submit business plan to National Government for financial assistance.	National and Servcon to cancel the general plan of the Greater Chatsworth.

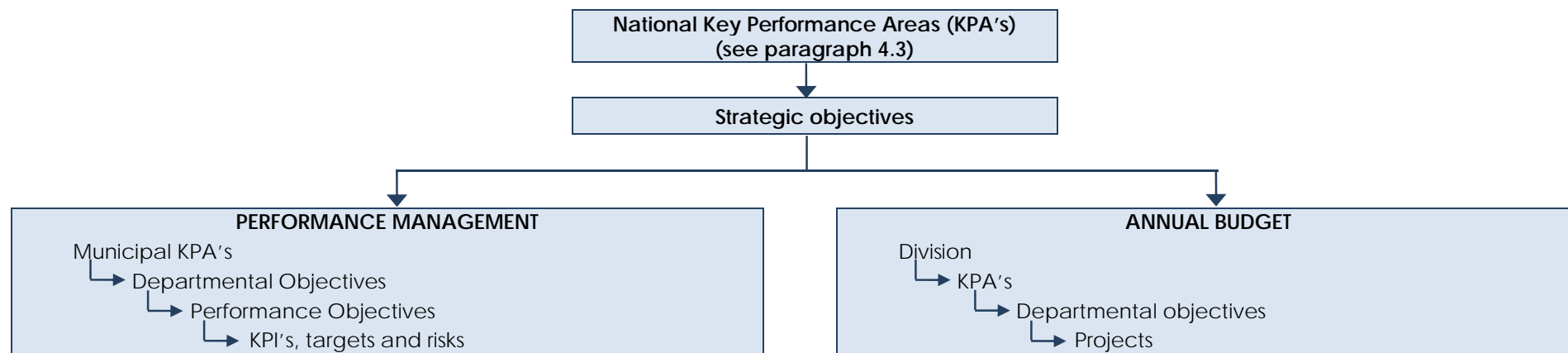
Challenges	Causes	Changed situation by June 2011	Municipal action	Unblocking action needed from other government spheres and agencies
Upgrading and renewal of existing infrastructure	Inadequate sources of funding to maintain and replace infrastructure.		To increase the maintenance budget from 5.8% to 7%. Municipality have done an asset evaluation in terms of the backlogs.	National government to establish an infrastructure renewal and refurbishment grant.
Implementation of the REDS and one government service will further paralyse service delivery.				
Water loss of 15% in terms of AG findings.	<ul style="list-style-type: none"> <li>• Aged infrastructure</li> <li>• Theft</li> <li>• Stand pipes</li> </ul>	With financial support from National, reduce water losses to 10%	<ul style="list-style-type: none"> <li>• Continued monitoring of water theft and stricter implementation of by-laws.</li> <li>• Maintain response time to repair water pipe bursts of three hours.</li> </ul>	National government to introduce a refurbishment grant.
Lack of public transport for Chatsworth	No formal roads.	Implementation of phase 1 of transport plan.	Finalise business plan and source funding	National Department of Transport and Public works to financially support the municipality
Unfunded Mandates: During the 2008/2009 financial year unfunded mandates cost the Municipality in the region of R18 million of which R13 million was provided for on the capital budget and R5 million on the operating budget.				



# Implementation

## 9.1 MONITORING THE IMPLEMENTATION OF THE IDP

The implementation of the IDP is monitored in two ways: through the performance management system and through the annual budget. The following diagram indicates how the different items relate to one another:



All the items in the diagram are captured on an electronic database system and are linked to one another with the aid of the system. It is therefore very simple and fast to determine the links of any KPI, target or project with the strategic objectives of the IDP and the five national KPA's. All performance and budget monitoring is done by means of this electronic system.

Performance measurement is currently done on management level which involves the Municipal Manager and Directors, and on operational level which involves all division heads. It is envisaged to cascade performance measurement down to other levels of the organisation in the future. The tables that follow deal with the left side of the above diagram and contain the performance objectives, KPI's, annual targets and risks, all linked to a departmental objective, municipal KPA, division, department, strategic objective and national KPA.

The KPI's and annual targets have been revised substantially and risks have now for the first time been included in the IDP. The standards in the Municipality's Client Services Charter that was launched in March 2010, have also been included as KPI's and targets so as to form part of the performance management system (they are highlighted in light grey). In this way the municipality can monitor and evaluate the implementation of the Charter.

## 9.2 PERFORMANCE MANAGEMENT - MUNICIPAL MANAGER

The performance objectives, KPI's, annual targets and risks in the following table are applicable to the Municipal Manager:

Performance Objectives	KPI's	Annual Targets	Risks
Promote local economic development through liaison with business role-players	Annual event with local business held before end of June? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Business/community needs unknown or not taken into account</li> </ul>
Promote participative management	No of months with management meetings	11	<ul style="list-style-type: none"> <li>• Needs of management is unknown or not clearly communicated</li> <li>• Problem areas not timely identified and addressed</li> </ul>
Promote proper procurement through sound management	No of months during which no appeals against the municipality regarding the awarding of tenders were upheld	11	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations</li> <li>• Uneconomical purchases</li> <li>• Inferior quality services and products</li> <li>• Fraud/ Corruption</li> </ul>
Promote implementation by ensuring that the performance of the municipality is monitored	No of months with performance assessments	12	<ul style="list-style-type: none"> <li>• Non-identification of poor performance</li> <li>• Low productivity</li> </ul>
Promote good governance through the publication of an annual report	Annual Report as required by MFMA (121) approved before end of March? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Uninformed tax payers/ community</li> <li>• Non adherence to legal requirements</li> <li>• Unreliable financial information for decision making</li> <li>• Unexplained/ unauthorised expenditure</li> </ul>
Promote council's objectives by ensuring tasks are implemented	% of due council decisions initiated	100%	<ul style="list-style-type: none"> <li>• Non-execution of council set tasks</li> </ul>
<b>MFMA Section 21(2):</b> When preparing the annual budget take into account the municipality's IDP	IDP taken into account? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Non-availability of funds for needs identified in the IDP</li> </ul>
<b>MFMA Section 27(1):</b> Inform the MEC for finance of any non-compliance by the municipality of any provisions of this Act or any other legislation pertaining to the tabling or approval of an annual budget or compulsory consultation processes	MEC informed of non-compliance, if any? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations</li> <li>• Intervention by Provincial Executive if budget is not compiled timely</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
<b>MFMA Section 29(1):</b> Authorise unforeseeable and unavoidable expenditure for which no provision was made in an approved budget in emergency or other exceptional circumstances	Unforeseeable and unavoidable expenditure, if any, authorised? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>• Unauthorised, irregular or fruitless and wasteful expenditure</li> <li>• Insufficient funds resulting in delays and/ or breakdown in service delivery</li> </ul>
<b>MFMA Section 31:</b> Give approval that expenditure for a programme during a financial year may exceed the amount of that year's appropriation.	Approval, if applicable, given? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>• Insufficient funds incurring further borrowing beyond the annual budget limit</li> </ul>
<b>MFMA Section 46(2):</b> Sign a resolution of council which approves the debt agreement regarding the incurrence of long-term debt	Resolution, if applicable, signed? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>• Unauthorised incurring of debt</li> <li>• Long-term debt inconsistent with its capital budget</li> </ul>
<b>MFMA Section 52(c):</b> Take all reasonable steps to ensure that the municipality performs its constitutional and statutory functions	Municipality performed its constitutional and statutory functions? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Non-performance of constitutional and statutory functions within the approved budget</li> <li>• Poor service delivery</li> </ul>
<b>MFMA Section 53(1)(b):</b> Co-ordinate the annual revision of the IDP and the preparation of the annual budget, and determine how the IDP is to be taken into account or revised for the purposes of the budget	Annual revision and preparation co-ordinated? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Budget not aligned according to the IDP Service delivery targets and KPI's</li> </ul>
	Was it determined how the IDP is to be taken into account or revised? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Non-prioritisation of projects and identified needs</li> </ul>
<b>MFMA Section 53(2):</b> Report to council and the MEC for finance any delay in the tabling of the budget, the approval of the SDBIP or the signing of the annual performance agreements	Any delay reported to council and the MEC, if applicable? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>• Council and the MEC for Finance not aware of delays in tabling the budget and SDBIP to ensure timely action</li> <li>• Objectives or strategies may not be in line with government (H)</li> </ul>
<b>MFMA Section 54(1):</b> On receipt of section 71 monthly budget statements or the section 72 mid-year budget and performance assessment -			
• check whether the municipality's approved budget is implemented in accordance with the SDBIP	Implementation of the approved budget in accordance with the SDBIP checked? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Inappropriate utilisation of funds</li> <li>• Unreliable financial information for decision making</li> </ul>
• consider and, if necessary, make revisions to the SDBIP	SDBIP considered and revisions made if necessary? Yes or No	Yes	<ul style="list-style-type: none"> <li>• SDBIP not aligned with the approved budget</li> </ul>
• issue appropriate instructions to ensure- (a) that the budget is implemented in accordance with the SDBIP; and (b) that spending of funds and revenue collection proceed in accordance with the budget	Appropriate instructions issued? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Inadequate/ Ineffective control environment</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
• identify any financial problems facing the municipality	Financial problems identified, if any? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>• Non-timeous identification of financial problems to implement remedial or corrective steps</li> </ul>
<b>MFMA Section 55:</b> If the municipality has not approved an annual budget by the first day of the budget year or if the municipality encounters a serious financial problem referred to in section 136, to immediately report the matter to the MEC for local government	Was a serious financial problem referred to in section 136, if any, immediately reported to the MEC? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>• Inadequate/ Ineffective control environment</li> <li>• Provincial intervention if budget not timely compiled</li> </ul>
<b>MFMA Section 131(1):</b> To ensure that any issues raised by the Auditor-General in an audit report are addressed	% of issues raised by the Auditor-General in an audit report addressed	100%	<ul style="list-style-type: none"> <li>• Unreliable financial information</li> <li>• Qualified annual report</li> </ul>
<b>MFMA Section 133(1):</b> If the accounting officer of fails to submit financial statements to the Auditor-General or if the mayor fails to table the annual report in council, to promptly table in the council a written explanation setting out the reasons for the failure	Written explanation, if applicable, tabled in the council? - Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>• Council not aware of the failure to submit financial statements to take appropriate steps</li> <li>• Stopping of funds by National Treasury</li> <li>• Provincial intervention</li> </ul>
Ensure that participative planning takes place	No of months during which IDP/Budget process schedule were checked	10	<ul style="list-style-type: none"> <li>• Inaccurate/ incomplete allocation of costs</li> <li>• Unauthorised spending</li> <li>• Project delays</li> </ul>
Ensure the organisation functions optimally by maintaining a functional macro-structure	Annual review of the macro structure completed? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Limited/ Unskilled workforce</li> <li>• Project delays</li> <li>• Poor service delivery</li> </ul>
Ensure good cooperation between the political and administrative components of the municipality	Performance Management System for Councillors evaluated and revised? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Non-identification of poor performance</li> <li>• Low productivity</li> <li>• Council and Management needs unknown or not clearly communicated</li> </ul>
Improve decision-making through the formalisation of delegations	System of delegations finalised? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Unauthorised transactions</li> <li>• Poor decision-making</li> <li>• Inadequate/ Ineffective control environment (H)</li> </ul>
Promote and facilitate the creation of jobs	% of the LED funds actually spent	90%	<ul style="list-style-type: none"> <li>• Increase in unemployment</li> </ul>
Ensure that the financial statement fairly represent the position of the Municipality and that performance information is reliable, accurate and complete	Was a clean audit obtained from the Auditor-General? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Unreliable financial information</li> <li>• Qualified annual report</li> </ul>

### 9.3 PERFORMANCE MANAGEMENT - DIRECTORS

The performance objectives, KPI's and targets in the following table are on a management level and are applicable to all the directors:

Performance Objectives	KPI's	Annual Targets	Risks
Ensure that capital expenditure is in line with budget and time frames	% of capital budget spent as confirmed by the director	Between 95% and 105%	<ul style="list-style-type: none"> <li>• Inaccurate/ incomplete allocation of costs</li> <li>• Unauthorised spending (H)</li> <li>• Non-timeous identification of project delays</li> </ul>
Implement capital projects	Average % completion of capital projects	95%	<ul style="list-style-type: none"> <li>• Non-implementation of remedial or corrective steps for identified project delays</li> <li>• Ageing equipment (H)</li> </ul>
Ensure that operating expenditure is in line with budget and time frames	% of operating budget spent	Between 90% and 100%	<ul style="list-style-type: none"> <li>• Inaccurate/ incomplete allocation of costs</li> <li>• Unauthorised spending</li> <li>• Excessive maintenance cost</li> <li>• Unavailability of equipment (H)</li> <li>• Lack of asset management and maintenance system</li> </ul>
Ensure that workforce is appropriately skilled	% of planned training sessions realised	100%	<ul style="list-style-type: none"> <li>• Limited/ Unskilled workforce</li> <li>• Project delays</li> <li>• Unsatisfied service delivery (M)</li> </ul>
Implement all council decisions	% of due council decisions initiated	100%	<ul style="list-style-type: none"> <li>• Non-execution of council set tasks (M)</li> </ul>
Participate in the regular performance monitoring	No of months with performance assessments	11	<ul style="list-style-type: none"> <li>• Non-identification of poor performance</li> <li>• Low productivity (M)</li> </ul>
Ensure legal compliance in relation to the annual report	Departmental input to the annual report submitted by due date? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Qualified annual report</li> <li>• Non adherence to legal requirements (M)</li> </ul>
Facilitate adequate budget planning	Budget requests provided to financial department by due date? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Unrealistic budgets</li> <li>• Unreliable information (M)</li> <li>• Inadequate/ Ineffective control environment</li> <li>• Provincial intervention if budget not timely compiled</li> </ul>
Complete all assignments from the municipal manager by set date	No of months during which no written warning from municipal manager were received	12	<ul style="list-style-type: none"> <li>• Non-execution of MM set tasks (M)</li> </ul>
Address all correspondence in a timely manner	No of months during which 75% of all correspondence as recorded by Collaborator were less than 60 days old	12	<ul style="list-style-type: none"> <li>• No response to enquiries/ complaints (M)</li> <li>• Unsatisfied clients</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
Implement transformation in the organisation	% of employment opportunities applied for appropriate equity appointments	75%	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations (H)</li> </ul>
Ensure that all procurement comply with the legal process	% compliance with supply chain management policy with the exception of approved deviations	100%	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations</li> <li>• Uneconomical purchases</li> <li>• Inferior quality services &amp; products</li> <li>• Fraud/ Corruption (H)</li> </ul>
Resolve all audit issues	% of audit queries for which an action plan was submitted within 10 working days	90%	<ul style="list-style-type: none"> <li>• Non-implementation of audit recommendation</li> </ul>
	% of actions implemented within agreed time frame	100%	<ul style="list-style-type: none"> <li>• Inadequate/ Ineffective control environment (H)</li> </ul>
Identify risks and implement controls	Confirmation of risk assessment by May annually? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Non-identification of risk areas</li> <li>• Uneconomical usage of resources</li> </ul>
Ensure that financial reconciliation takes place continuously	No of meetings between Director and Fin Department to reconcile departmental records of expenditure with finance records	10	<ul style="list-style-type: none"> <li>• Unreliable financial information</li> <li>• Unidentified variances</li> <li>• No follow-up &amp; rectification of errors</li> </ul>
Ensure employee involvement through communication	% of invocoms held according to approved schedule	100%	<ul style="list-style-type: none"> <li>• Staff needs and concerns unknown / not taken into account</li> <li>• Uninformed staff and management</li> </ul>
Ensure proper monitoring of the Client Service Charter	Number of complaints (written or email) in respect of telephone calls not answered within 5 ringtones	5 pm maximum	<ul style="list-style-type: none"> <li>• Poor service delivery</li> <li>• Unsatisfied clients</li> </ul>
	% of written and e-mail enquiries for which acknowledgement of receipt were issued within 5 working days, or immediately after capture by an SMS system	100%	<ul style="list-style-type: none"> <li>• Poor service delivery</li> <li>• Unsatisfied clients</li> </ul>
	% of written and e-mail enquiries answered within 10 working days, or where feedback is provided if not settled, or immediately after capture by an SMS system	100%	<ul style="list-style-type: none"> <li>• Poor service delivery</li> <li>• Unsatisfied clients</li> </ul>
	% of telephonic enquiries answered within 10 working days, or where feedback is provided if not settled, or immediately after capture by an SMS system	100%	<ul style="list-style-type: none"> <li>• Poor service delivery</li> <li>• Unsatisfied clients</li> <li>• Trends of poor services not identified and addressed</li> </ul>
	% of personal enquiries answered within 10 working days, or feedback is provided if not settled.	100%	<ul style="list-style-type: none"> <li>• Poor service delivery</li> <li>• Unsatisfied clients</li> </ul>
Reduce the average duration of vacancies	Average duration of vacancies	3 months	<ul style="list-style-type: none"> <li>• Disruption of operations</li> <li>• Inadequate service delivery (H)</li> </ul>
Promote a productive workforce	% of person days lost per month	4% pm maximum	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Unreliable workforce</li> </ul>

Over and above the performance objectives, KPI's and targets in the preceding table, the undermentioned are only applicable to the specific directors, as indicated:

Performance Objectives	KPI's	Annual Targets	Risks
<b>Director Electrical Engineering Services</b>			
Ensure proper monitoring of the Client Service Charter	No of months during which at least one qualified electrician was deployed on a permanent basis at each of the three service depots, namely Malmesbury, Moorreesburg and Darling/Yzerfontein to deal with electricity supply problems	12	<ul style="list-style-type: none"> <li>Poor or no service delivery in the region</li> <li>Unsatisfied clients</li> </ul>
<b>Director Financial Services</b>			
Ensure the long term financial sustainability of the Municipality	Financial Recovery Plan submitted to Council by Aug 2010? Yes or No	Yes	<ul style="list-style-type: none"> <li>Non-performance of constitutional and statutory functions (H)</li> <li>Maladministration resulting in intervention by Provincial / National Government (H)</li> </ul>
<b>Systems Act Section 99(a):</b> Oversee and monitor the implementation and enforcement of the credit control and debt collection policy and any by-laws enacted in terms of section 98	Implementation and enforcement of the policy and by-laws overseen and monitored? Yes or No	Yes	<ul style="list-style-type: none"> <li>Incorrect categorising of debtors (indigents)</li> <li>Unfair discrimination regarding the implementation and execution of the credit control and debt collection policy and any by-laws</li> </ul>
<b>MFMA Section 21(1)(a):</b> Co-ordinate the processes for preparing the annual budget and budget-related policies	Processes co-ordinated? Yes or No	Yes	<ul style="list-style-type: none"> <li>Inadequate/ Ineffective control environment</li> <li>Provincial intervention if budget not timely compiled</li> <li>Budget not aligned to the IDP</li> </ul>
<b>MFMA Section 45(2):</b> Sign a resolution of council which approves the debt agreement regarding the incurrence of short-term debt	Resolution, if applicable, signed? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>Unauthorised incurring of debt</li> <li>Renewing or refinancing short term debt extending it into a new financial year</li> </ul>
Ensure general financial viability: Outstanding service debtors to revenue	$A=B \div C$ Where - A represents outstanding service debtors to revenue B represents total outstanding service debtors C represents annual revenue actually received for services;	2008 = 0.15 2009 = 0.16	<ul style="list-style-type: none"> <li>Insufficient cash flow</li> <li>Insufficient management information for decision making (H)</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
Ensure general financial viability: Cost coverage	$A = (B + C) \div D$ Where - A represents cost coverage B represents all available cash at a particular time C represents investments D represents monthly fixed operating expenditure	2008 = 8.38 2009 = 10.22	<ul style="list-style-type: none"> <li>• Insufficient cash flow</li> <li>• Insufficient management information for decision making (H)</li> </ul>
Ensure general financial viability: Debt coverage	$A = (B - C) \div D$ Where - A represents debt coverage B represents total operating revenue received C represents operating grants D represents debt service payments (i.e. interest + redemption) due within the financial year;	2008 = 63.81 2009 = 43.61	<ul style="list-style-type: none"> <li>• Insufficient cash flow</li> <li>• Insufficient management information for decision making (H)</li> </ul>
<b>Director Development Services</b>			
Provide for Integrated Housing projects	Meeting held with other departments to determine availability of bulk services for integrated housing projects? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Incomplete management information for decision making</li> <li>• Unauthorised changes (H)</li> </ul>
<b>Director Corporate Services</b>			
Keep the bulk service capital contribution policy relevant	Review of the bulk service capital contribution policy completed by end of March? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Inefficient/ no work standards (H)</li> </ul>



## 9.4 PERFORMANCE MANAGEMENT PER DEPARTMENT

The tables that follow below contain the operational level KPI's and targets. They are grouped according to the five national key performance areas, departments, strategic objectives and municipal key performance areas.

### 9.4.1 National KPA: Basic service delivery and infrastructure development

#### DEPARTMENT: CIVIL ENGINEERING SERVICES

Division: Civil Services

Strategic Objective: To provide adequate, affordable and well maintained civil engineering services to the municipal area

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Water</b>			
<b>Objective: To provide a quality water service that is safe, available and well maintained</b>			
Ensure continuous and available water supply	No of interruptions in continuous service to consumers, where interruptions for a single incident was greater than 48 hrs (KPI 7 DWAF)	0 maximum	<ul style="list-style-type: none"> <li>• Breakdown in service delivery</li> <li>• Lack of adequate monitoring</li> <li>• Unskilled workforce</li> <li>• Equipment outdated/ failure</li> <li>• Unsafe working environment (H)</li> </ul>
	No of interruptions in continuous service to consumers where interruption for a single incident was greater than 3 hrs	4 pm maximum	<ul style="list-style-type: none"> <li>• Poor service delivery</li> <li>• Low productivity</li> <li>• Lack of quality assurance</li> </ul>
	% of new water connections completed within 10 working days	100%	<ul style="list-style-type: none"> <li>• Non-timeous provision of services</li> <li>• Non-identification of poor service delivery (M)</li> <li>• Unrecorded connections</li> </ul>
Ensure safety of water supply	% of samples compliant with the microbiological requirements of the SANS 248	95%	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations</li> <li>• Unsafe water quality (H)</li> </ul>
Ensure effective operation and maintenance of water supply network	Storage capacity of reservoirs (hours)	36 hrs	<ul style="list-style-type: none"> <li>• Insufficient water resources (M)</li> <li>• Inadequate monitoring system</li> <li>• Non-identification of increase in water usage</li> </ul>
	% of unaccounted for water	18%	<ul style="list-style-type: none"> <li>• Loss of revenue</li> <li>• Non-identification of damages/ unauthorised connections (H)</li> <li>• Unidentified water losses</li> </ul>
Ensure client orientated service provision	Number of written complaints received	4 pm maximum	<ul style="list-style-type: none"> <li>• Trends of poor services not identified and addressed</li> <li>• Unsatisfied client</li> </ul>
	% of written correspondence attended to within 10 working days	100%	<ul style="list-style-type: none"> <li>• No follow-up or action taken regarding complaints received</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
Ensure that all households have access to water within 200m (General KPI)	% of urban households with access within 200 meters	100%	<ul style="list-style-type: none"> <li>• Non-adherence to law/ regulations (H)</li> <li>• Poor conditions/ Unhealthy environment of residents</li> </ul>
<b>KPA: Sewer Services</b>			
<b>Objective: To provide a quality sewer services that is available and well maintained</b>			
Ensure continuous and available sewer services	Number of interruptions in continuous service to consumers where the interruption for a single incident was greater than 3 hours	4 pm maximum	<ul style="list-style-type: none"> <li>• Service/ equipment failure/ outdated</li> <li>• Unskilled workforce</li> <li>• Low productivity</li> <li>• Lack of quality assurance</li> <li>• Unsafe working environment (H)</li> </ul>
	% of new sewer connections completed within 10 working days	100%	<ul style="list-style-type: none"> <li>• Non-timeous provision of services</li> <li>• Non-identification of poor service delivery (M)</li> </ul>
	% of tank pumping service requests completed within 24 hours	95%	<ul style="list-style-type: none"> <li>• Unrecorded services (loss of revenue)</li> <li>• Unhealthy environment</li> </ul>
Ensure effective operation and maintenance of waste water treatment works	% compliance with DWA general limits for the discharge of treated waste water	80%	<ul style="list-style-type: none"> <li>• Non-adherence to law/ regulations</li> <li>• Unsafe water quality (H)</li> </ul>
	Number of written complaints received	4 pm maximum	<ul style="list-style-type: none"> <li>• Trends of poor services not identified and addressed</li> <li>• Unsatisfied client</li> </ul>
	% of written correspondence attended to within 10 working days	100%	<ul style="list-style-type: none"> <li>• No follow-up or action taken regarding complaints received</li> </ul>
Ensure that all urban households have access to sanitation services within 200m (General KPI)	% of urban households with access within 200 meters	100%	<ul style="list-style-type: none"> <li>• Non-adherence to law/ regulations</li> <li>• Insufficient sewerage plant (H)</li> <li>• Poor conditions / Unhealthy environment of residents</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Roads and storm water</b>			
<b>Objective: To ensure a well maintained road and storm water network</b>			
Implementation of planned maintenance activities	% of gravel roads inspected in accordance with schedule	90%	<ul style="list-style-type: none"> <li>• Outdated maintenance plan</li> <li>• Claims due to poor quality of roads/ Accidents</li> </ul>
	% of the operating budget allocated for maintenance spent	100%	<ul style="list-style-type: none"> <li>• Ageing infrastructure/ equipment</li> <li>• Service/ equipment failure/ outdated</li> <li>• Unskilled workforce</li> <li>• Low productivity</li> <li>• Lack of quality assurance</li> <li>• Unsafe working environment (H)</li> <li>• Maintenance plan not updated according to execution</li> </ul>
Ensure client orientated service provision	% of new street accesses completed within 10 working days	100%	<ul style="list-style-type: none"> <li>• Non-identification of poor service delivery (M)</li> </ul>
	% of flood incidents reacted on within 3 hours after the incident has been reported	100%	<ul style="list-style-type: none"> <li>• Inadequate monitoring system to identify poor services</li> </ul>
	Number of written complaints received	4 pm maximum	<ul style="list-style-type: none"> <li>• Trends of poor services not identified and addressed</li> <li>• Unsatisfied clients</li> </ul>
	% of written correspondence attended to within 10 working days	100%	<ul style="list-style-type: none"> <li>• No follow-up or action taken regarding complaints received</li> </ul>
<b>KPA: Parks and Recreation</b>			
<b>Objective: To provide well maintained parks and recreation facilities</b>			
Implementation of planned maintenance activities	% of parks and open spaces inspected in accordance with schedule	90%	<ul style="list-style-type: none"> <li>• Maintenance plan not updated according to identified maintenance requirements</li> <li>• Ageing infrastructure/ equipment</li> <li>• Equipment failure/ outdated</li> <li>• Unskilled workforce</li> <li>• Unsafe/ Untidy environment</li> <li>• Low productivity</li> <li>• Lack of quality assurance</li> <li>• Unsafe working environment (L)</li> </ul>
	% of the operating budget allocated for maintenance spent	100%	<ul style="list-style-type: none"> <li>• Maintenance plan not updated according to execution</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
Ensure availability of sport facilities and swimming pools through proper maintenance	No of days swimming pools were unavailable due to poor maintenance	0 maximum	<ul style="list-style-type: none"> <li>• Unorganised unfair allocation of areas (L)</li> <li>• Poor planning and recordkeeping of reservations</li> </ul>
	No of days sport fields were unavailable due to poor maintenance	0 maximum	
Ensure client orientated service provision	Number of written complaints received	4 pm maximum	<ul style="list-style-type: none"> <li>• No response to enquiries/ complaints (L)</li> <li>• Trends of poor services not identified and addressed</li> <li>• Unsatisfied clients</li> </ul>
	% of written correspondence attended to within 10 working days	100%	<ul style="list-style-type: none"> <li>• No follow-up or action taken regarding complaints received</li> </ul>

#### Division: Cleaning Services

Strategic Objective: To provide and adequate and affordable cleaning services to the municipal area

Performance Objective	KPI	Annual Target	Risk
<b>KPA: Cleaning Services</b>			
<b>Objective: To ensure a clean and healthy environment through the provision of a high quality cleaning service</b>			
Ensure that all Swartland residents have access to a high quality and continuous cleaning service	% of households registered for cleaning service which received a service 4 times per month	100%	<ul style="list-style-type: none"> <li>• Unskilled workforce</li> <li>• Unhygienic environment</li> <li>• Unsatisfied residents</li> <li>• Low productivity</li> <li>• Lack of quality assurance</li> <li>• Unsafe working environment</li> </ul>
	No of incidences per month where household refuse were not removed	5 pm maximum	<ul style="list-style-type: none"> <li>• Trends of poor services not identified and addressed</li> <li>• Unsatisfied client</li> </ul>
	No of written complaints regarding refuse removal	5 pm maximum	<ul style="list-style-type: none"> <li>• No follow-up or action taken regarding complaints received</li> </ul>
	No of days that the service could not be provided because of vehicles that were not operational	1 pm maximum	<ul style="list-style-type: none"> <li>• Ageing equipment</li> <li>• Equipment failure/ outdated due to insufficient maintenance plan</li> </ul>
	No of written complaints regarding cleaning	10 pm maximum	<ul style="list-style-type: none"> <li>• No follow-up or action taken regarding complaints received</li> </ul>
Ensure that cleaning services are considered in development applications	% of land use application provided with conditions of approval (cleaning)	100%	<ul style="list-style-type: none"> <li>• Insufficient cleaning services</li> <li>• Unhygienic/ Health risk (H)</li> </ul>
Ensure that all cleaning contractors' services are in line with their contracts	% of payment certificates for one man contracts issued on time	100%	<ul style="list-style-type: none"> <li>• Inferior quality cleaning services</li> <li>• Invalid payments (M)</li> </ul>
Manage waste sites in an environmentally sensitive manner	% of waste sites that complies with legal requirements and standards	75%	<ul style="list-style-type: none"> <li>• Non-adherence to laws/ regulations</li> <li>• Environmental damage (H)</li> </ul>

Performance Objective	KPI	Annual Target	Risk
Continuously monitor the Highlands site	No of quarterly monitoring meetings	4	• Insufficient dumping site for all refuse/ waste (H)
Promote a clean environment through recycling	% of quarterly recycling target met	30% pm	• Unnecessary capacity taken up of waste site (M)
Clean all municipal roads to an acceptable standard	No of written complaints regarding dirty roads were received	5 pm maximum	• Untidy/ dirty roads (M)
	No of months during which contractors met service agreement requirements	12	• Non-execution of required service • Inferior quality cleaning services • Invalid payments (M)
Ensure proper monitoring of the Client Service Charter	Number of months during which collection of residential, garden and business refuse were done on a weekly basis according to a scheduled programme based on residential areas	12	• Non-execution of required service • Inferior quality cleaning services • Poor planning
	% of residential areas swept on a monthly basis	100%	• Untidy/ dirty environment
	Number of months during which the central business district were swept on a daily basis in bigger towns and on a weekly basis in smaller towns	12	• Untidy/ dirty central business area • Damage to the image of the Municipality

#### Division: Building Services

Strategic Objective: To ensure that council's building infrastructure is sufficient and properly maintained

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Buildings and maintenance</b>			
<b>Objective: To ensure that council's building infrastructure is sufficient and properly maintained</b>			
Ensure that council buildings remain functional	% of the operating budget for maintenance of council buildings spent	100%	• Service/ equipment failure/ outdated
	% of complaints/requests addressed responded to within 24 hours	100%	• No response to enquiries/ complaints (L)
Complete road markings on time	% of requests / complaints addressed within 2 weeks	100%	• No response to enquiries/ complaints (L)
	% of the operating budget for road markings spent	100%	• Unsafe traffic environment
Effectively execute maintenance projects	% of planned maintenance projects completed	100%	• Outdated / incomplete maintenance plan • Low productivity • Lack of quality assurance • Unsafe working environment (H)

**DEPARTMENT: ELECTRICAL ENGINEERING SERVICES**

**Strategic Objective:** To provide adequate, affordable, safe and well maintained electricity to the municipal area

Tom Rossouw

Performance Objectives	KPI's	Annual Targets	Risks
<b>Objective: To provide a quality and safe electricity service that is at all times operational with well maintained infrastructure</b>			
<b>Planning and Design</b>			
Provide sufficient network capacity	No of previously unreported medium voltage circuit overload incidences	2 pa maximum	<ul style="list-style-type: none"> <li>Poor service delivery</li> <li>Damage to infrastructure(H)</li> </ul>
<b>Electricity Safety</b>			
Ensure sound safety practices in the provision of electrical service	No of reportable safety incidents in terms of legislation	2 pa maximum	<ul style="list-style-type: none"> <li>Unsafe working environment</li> <li>Loss of life</li> </ul>
	No of incidences not compliant in terms of safety committee reports	5 pa maximum	<ul style="list-style-type: none"> <li>Non-compliance with OSH Act</li> <li>Inadequate protection of human resources and assets (H)</li> </ul>
<b>Construction Management</b>			
Properly manage departmental construction projects	% of total actual completion according to schedule	80%	<ul style="list-style-type: none"> <li>Non timeous provision of service</li> <li>Project delays due to insufficient resources</li> <li>Inferior service/ product (M)</li> </ul>
Construct public lighting infrastructure correctly	% of public lighting projects construction completed successfully	80%	<ul style="list-style-type: none"> <li>Non timeous provision of service</li> <li>Non-adherence to law/ regulations (H)</li> </ul>
Ensure the correct operation of meters for billing of bulk electricity	% of bulk meters correctly installed, connected and commissioned	100%	<ul style="list-style-type: none"> <li>Loss of revenue</li> <li>Non-identification of damages/ unauthorised connections (H)</li> </ul>
Properly manage service connections	% completion of standard service connections either within two working weeks after customer payment or in accordance with customer requirements or within two weeks after request by client	95%	<ul style="list-style-type: none"> <li>Non-identification of poor service delivery (M)</li> </ul>
	% completion of non-standard connections within stated period after customer payment	95%	<ul style="list-style-type: none"> <li>Inadequate monitoring system to identify poor services timely</li> </ul>
Ensure compliance with construction regulations	% of departmental capital construction projects with safety plans available	100%	<ul style="list-style-type: none"> <li>Unsafe working environment</li> <li>Loss of life</li> <li>Non-compliance with law/regulations (H)</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
<b>Maintenance Management</b>			
Ensure proper monitoring of the Client Service Charter	% of power outage incidents for which notice were given by means of notice boards, notices in post boxes or notices issued with service accounts at least 48 hours in advance	95%	• Inconvenience of residents
	% of unforeseen power outages (electrical faults, malfunctioning equipment, etc.) repaired within 1,5 hours	60%	• Non-identification of poor service delivery • Low productivity (M)
	Number of scheduled power outages (for upgrading, maintenance) per year	2 maximum	• Unnecessary discomfort of residents if not informed upfront
	Time of scheduled power outages (for upgrading, maintenance) per year	8 hours maximum	• Unnecessary discomfort of residents if not informed upfront
Properly maintain the electrical network	Availability and assessment of maintenance policy done by September? Yes or No	Yes	• Service/ equipment failure/ outdated
	% of maintenance budget spent (cumulative)	Yes	• Low productivity • Lack of quality assurance • Unsafe working environment (M)
Ensure that disruptions are in line with standards	% average compliance of planned disruptions (monthly)	95%	• Unsatisfied client • Poor service delivery (L)
	% average compliance of unplanned disruptions	95%	• Unsatisfied client (M)
Ensure a high quality electricity support service	No of legitimate written complaints per year	4 pa maximum	• No response to enquiries/ complaints (L)
Properly maintain public lighting infrastructure	% of complaints regarding faulty street lighting, area, building and sports field lighting dealt with within 5 working days	95%	• Non-identification of poor service delivery • Low productivity (M)
Properly maintain vehicles and equipment	% of required generator service undertaken	100%	• Equipment failure/ outdated
	% of required lifting equipment and compressors with valid certification	100%	• Project delays • Lack of quality assurance • Unsafe working environment (M)
<b>Operational Management</b>			
Appropriately monitor and maintain network infrastructure	% of built substations inspected per 3 month period	100%	• Unexpected equipment/ service failures (M)
	% of mini substations and switchgear inspected annually	95%	• Unskilled workforce • Low productivity
	% of km MV line inspected annually	95%	• Lack of quality assurance
	No of tripping incidents caused by vegetation encroachment of MV and LV lines	5 pa maximum	• Unsafe working environment
Undertake special case inspections	% of legit inspections done and documented	90%	• Loss of revenue • Non-identification of damages/ unauthorised connections (M)

Performance Objectives	KPI's	Annual Targets	Risks
Ensure correct operational procedures	% of all MV work by external contractors for which permits were issued	100%	<ul style="list-style-type: none"><li>• Unsafe working environment</li><li>• Non-compliance with law/ regulations (H)</li></ul>
	No of MV operations undertaken with unexpected incidents	5 pa maximum	
<b>General and Administration</b>			
Ensure correct personnel administration	No of months during which information for monthly reports were submitted to Director	12	<ul style="list-style-type: none"><li>• Ineffective disciplinary and grievance process (M)</li></ul>
	No of months during which standby and overtime schedules and time sheets were submitted correctly	12	<ul style="list-style-type: none"><li>• Unauthorised payments (M)</li></ul>

#### MJ Swanepoel

Performance Objectives	KPI's	Annual Targets	Risks
<b>Objective: To provide a quality and safe electricity service that is at all times operational with well maintained infrastructure</b>			
<b>Planning and Design</b>			
Ensure correct operation of meters for billing of bulk	% of bulk meters correctly programmed and documented	100%	<ul style="list-style-type: none"> <li>• Loss of revenue</li> <li>• Non-identification of damages/ unauthorised connections (H)</li> </ul>
Ensure that all households have access to electricity	% of erven with access to electricity service	100%	<ul style="list-style-type: none"> <li>• Non timeous provision of service (M)</li> </ul>
Continuously do master planning	Up to date Master plans available by end of June? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Inadequate Information systems to provide necessary information for decision-making</li> <li>• Uneconomical utilisation of resources</li> </ul>
Maintain supply capacity through continuous load forecasting	Quarterly forecasting done per town	100%	<ul style="list-style-type: none"> <li>• Service breakdown/ failure</li> </ul>
Meet reporting requirements	Annual Quality of Supply Report submitted by end of June? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Uninformed management</li> <li>• Insufficient information for monitoring</li> </ul>
Keep energy loss within an acceptable level	% technical and non technical loss	12% maximum	<ul style="list-style-type: none"> <li>• Loss of revenue</li> <li>• Non-identification of damages/ unauthorised connections (M)</li> </ul>
Properly set and operate electrical protection systems	% of trip incidents investigated with report	100%	<ul style="list-style-type: none"> <li>• Unsafe working environment (H)</li> </ul>
Provide sufficient network capacity	No of potential overload incidences dealt with effectively	2 pa	<ul style="list-style-type: none"> <li>• Poor service delivery/ breakdowns</li> </ul>
Proper documentation of design	% of new electrical networks incorporated in CAD	100%	<ul style="list-style-type: none"> <li>• Repairs/upgrades not according to specifications</li> <li>• Equipment failure/ outdated</li> <li>• Unsafe working environment (M)</li> </ul>
	% of schematic diagrams on standard and correct	100%	



Performance Objectives	KPI's	Annual Targets	Risks
<b>Project Management</b>			
Ensure correct contract documentation	% sets of contract documents submitted for record keeping	100%	<ul style="list-style-type: none"><li>• Non compliance with contract terms &amp; conditions (M)</li><li>• Inferior quality of services</li></ul>
<b>Customer Services</b>			
Ensure correctness of quotations	% of quotations covering actual costs	95%	<ul style="list-style-type: none"><li>• Fruitless &amp; Wasteful spending</li><li>• No follow-up &amp; rectification of errors (H)</li></ul>
Ensure customer orientated electrical engineering services	No of written complaints regarding connection applications per year	2 pa maximum	<ul style="list-style-type: none"><li>• No response to enquiries/ complaints (L)</li></ul>
Ensure proper monitoring of the Client Service Charter	% of quotations for standard applications for electrical connections, upgradings, changes and new developments given on application	100%	<ul style="list-style-type: none"><li>• Damage to the image of the Municipality</li><li>• Low productivity</li><li>• Lack of monitoring/quality assurance</li></ul>
	% of quotations for non-standard applications for electrical connections, upgradings, changes and new developments given within 10 working days	100%	
	% of standard connections provided within 10 working days after payment if the structure is ready	100%	<ul style="list-style-type: none"><li>• Loss of revenue</li><li>• Poor service delivery</li></ul>
	% of complaints regarding faulty street lighting, area, building and sports field lighting dealt with within 5 working days	95%	<ul style="list-style-type: none"><li>• Non-execution of required service</li><li>• Poor planning</li><li>• Non-identification of poor service delivery</li><li>• Low productivity (M)</li></ul>
	% of complaints regarding faulty street lighting, area, building and sports field lighting dealt with within 10 working days	100%	
<b>Operational Management</b>			
Ensure correct operational procedures	Operational Instructions available and assessed annually by September? Yes or No	Yes	<ul style="list-style-type: none"><li>• Repairs/upgrades not according to specifications</li><li>• Infrastructure/Equipment failure</li><li>• Unsafe working environment (M)</li></ul>

**DEPARTMENT: PROTECTION SERVICES**

**Division: Municipal Police Services**

**Strategic Objective: To promote and maintain a safe environment**

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Operational Services</b>			
<b>Objective: To promote a safe environment by the provision of a municipal police service</b>			
Comply with strategic objective matrix targets	Monthly Objective Matrix target (%)	80%	• Unrealistic & irrelevant objectives (M)
Provide an effective crime prevention and patrolling service	% of total hours worked per month (crime) (Objective Matrix)	14%	<ul style="list-style-type: none"> <li>• Incorrect/ uneconomical utilisation of resources</li> <li>• Insufficient and Unskilled resources</li> <li>• Non- compliance with BCEA (H)</li> </ul>
	% of productive hours worked (road blocks) (Objective Matrix)	14%	
	% of productive hours worked (patrols) (Objective Matrix)	55%	
	% of patrol hours worked (foot patrols) (Objective Matrix)	15%	
	Average hours per month dedicated to bicycle and motorcycle patrols	40	
Effectively manage speeding fines	% of first notifications issued by service providers within 30 days	100%	<ul style="list-style-type: none"> <li>• Insufficient/ non timeous notification</li> <li>• Inaccurate/ incomplete records/ address (H)</li> </ul>
Ensure that legal registers are compliant	No of months during which service provider maintained court and AG registers	12	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations</li> <li>• Insufficient management information for decision making</li> <li>• Unauthorised waiving of fines (H)</li> </ul>
Report to council regularly	No of months during which reports were submitted	12	<ul style="list-style-type: none"> <li>• Uninformed management</li> <li>• Non-compliance with regulations (M)</li> </ul>
	No of quarterly reports submitted	4	
Compile an annual police plan in line with the relevant legislation	Annual plan submitted to Council by end of April? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations</li> <li>• No strategic direction (H)</li> </ul>
Undertake pro-active programmes and projects	No of traffic safety and drug awareness programmes	2 pq	• Uninformed staff/ public (L)
Reduce alcohol and drug related crime	No of alcohol / drug and other crime prevention operations per quarter	60 pq	<ul style="list-style-type: none"> <li>• Incorrect/ uneconomical utilisation of resources</li> <li>• Increase in alcohol and drug related crime</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Vehicle registration and licensing</b>			
<b>Objective: To provide a trustworthy and effective traffic and licensing service</b>			
Ensure proper monitoring of the Client Service Charter	% of motor registration and licensing cases handled within 15 – 20 minutes	100%	<ul style="list-style-type: none"> <li>Non-identification of poor service delivery</li> <li>Low productivity</li> </ul>
Provide a high quality traffic and licensing service	Number of available working days per quarter that service was available	60	<ul style="list-style-type: none"> <li>Invalid/ Illegal issuing of licences</li> <li>Unsatisfied client/ public</li> </ul>
	No of written complaints regarding traffic service	0 maximum	<ul style="list-style-type: none"> <li>Insufficient response to client/ public complaints</li> </ul>
	% of provincial decisions obtained within 48 hours	100%	<ul style="list-style-type: none"> <li>Irresponsible action taken/ decision made by management (H)</li> </ul>
	% of queries and request finalised within 48 hours	100%	
	No of legal actions taken against Swartland Municipality	0 maximum	
Manage funds properly	% of cashiers reconciled daily	100%	<ul style="list-style-type: none"> <li>Incomplete/ Inaccurate financial information</li> <li>Misuse/ Fraud</li> <li>Non timeous recording of transactions (H)</li> </ul>
Maintain highly effective turn over times for the issuing of licences	Average waiting period for drivers license per month (weeks)	15 maximum	<ul style="list-style-type: none"> <li>Unsatisfied client/ public</li> <li>Insufficient scheduling of tests/ examination (M)</li> </ul>
	Waiting period for learners licence	15 maximum	

#### Division: Fire and Emergency Services

#### Strategic Objective: To promote and maintain a safe environment

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Fire and Emergency Services</b>			
<b>Objective: To provide an effective and pro-active fire-fighting and disaster management service</b>			
Ensure proper monitoring of the Client Service Charter	% of fire incidences reacted to within 20 minutes (in town areas) after receipt of a call or immediately after capture by an SMS system	100%	<ul style="list-style-type: none"> <li>Insufficient response to reported incidents</li> <li>Damage to property/ loss of life(H)</li> </ul>
	% of other emergencies receiving immediate attention and feedback when attended to, or immediately after capture by an SMS system	100%	<ul style="list-style-type: none"> <li>Insufficient response to reported incidents</li> <li>Uninformed client/ public regarding their complaints</li> </ul>
Provide a quality fire fighting service	% of time during month that service is available	100%	<ul style="list-style-type: none"> <li>Insufficient response to reported incidents</li> <li>Damage to property/ loss of life(H)</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
	% vehicles operational per month	90%	<ul style="list-style-type: none"> <li>Inadequate vehicles and equipment to execute effective fire fighting service (H)</li> </ul>
	No of months during which vehicles and equipment inspections were undertaken	12	
	No of written complaints regarding poor service	2 pm maximum	<ul style="list-style-type: none"> <li>Unsatisfied client/ public</li> <li>Insufficient response to reported incidents</li> <li>Non identification of causes/ origination of fire (H)</li> </ul>
Reduce fire risks through continuous public awareness	No of educational / awareness campaigns	6	<ul style="list-style-type: none"> <li>Uninformed staff/ public (L)</li> </ul>
Properly maintain all supporting infrastructure	Total no of hydrants monitored and repaired	1000	<ul style="list-style-type: none"> <li>Inadequate resources/ equipment to execute effective fire fighting service (H)</li> </ul>
Utilise disaster management resources optimally	Compilation/annual revision of Disaster Management Plan completed by end of June 2010? Yes or No	Yes	<ul style="list-style-type: none"> <li>Severe damage to property and town infrastructure (H)</li> </ul>

Division: Harbour: Yzerfontein

Strategic Objective: To promote and maintain a safe environment

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Harbour: Yzerfontein</b>			
<b>Objective: To provide safe harbour and fishing infrastructure</b>			
Provide a safe harbour facility	No of months without accidents on slipway due to poor control	12	<ul style="list-style-type: none"> <li>Damage to property/ infrastructure (M)</li> </ul>
Provide a quality and legally compliant market facility	No of months without legal action taken against the SM due to the failure to implement by-law	12	<ul style="list-style-type: none"> <li>Non-compliance with law/ regulations</li> <li>Non awareness of changes in bylaws</li> <li>Unsatisfied client/ public</li> <li>Unhygienic harbour area (M)</li> </ul>

**DEPARTMENT: DEVELOPMENT SERVICES**

**Division: Community Development**

**Strategic Objective: To promote social development in the municipal area**

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Community Development</b>			
<b>Objective: To render, coordinate and support social development in the region</b>			
Ensure the proper management of the Thusong centres	Contracts with Thusong Service Centres finalised? Yes or No	Postponed until next fin year	• Funds not spent according to approved projects (M)
Establish a comprehensive policy for social development	% completion of a Social Development Policy by May	100%	• Non-compliance with law/ regulations • Insufficient guidelines (M)
Promotion of early childhood development in the Swartland	No of capacity building sessions with all ECD organisations in the Swartland	4	• Non-identification of needs • Uneconomical utilisation of available resources (M)
	No of meetings with Child Development Forum	4	• Insufficient guidelines (M)
Promote the capacity of young adults (with special emphasis on towns with low development potential)	No of youths from the whole Swartland community assisted to access economy (focus on agriculture and protection services)	1500 pa	• Insufficient capacity/ skills • Insufficient support services (M) • Uninformed community
	No of youths from the whole Swartland community assisted to enter training opportunities	100 pa	
Promote access to the six government services	No of people reached through Government services at the Ilinge Lethu Thusong centre	250 pm	• Insufficient information for planning and decision making (M)
	Service level agreements with 3 government departments reached	3 pa	• Poor service delivery (M)
Promote quality of life through life skills development	No life skills programmes per month	At least 3	• Insufficient support services (M) • Underdeveloped community
Support business development through skills development (with special emphasis on towns with low development potential)	Training workshop held? Yes or No	Yes	• Uninformed community • Non-participation of entire community in business development
Support upcoming farmers	No of meetings of municipal officials with agricultural forums	10 pa	• Insufficient support services (M)
	Number of quarterly training sessions re finance and governance held	4	
Mechanisation centres - agriculture	Completion of feasibility study by May? Yes or No	Yes	• Insufficient information for planning and decision making (M)
Support the effective management of food security in the region	Number of beneficiaries from community nutrition centres linked to development programmes	500	• Inadequate programme to ensure sound food security

Performance Objectives	KPI's	Annual Targets	Risks
Effective co-ordination of social development	Bi-annual progress reports from organisations benefitting from the Municipality submitted in January and July? Yes or No	Yes	• Trends of poor services not identified and addressed
	Number of areas made available for youth advisory services per quarter	3 pq	• Insufficient support services (M) • Underdeveloped/ Uninformed community

Division: Planning, Building Control and Valuations

Strategic Objective: To ensure sound management of the urban and rural environment

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Planning</b>			
<b>Objective: To ensure a sustainable planning and development service</b>			
Ensure proper monitoring of the Client Service Charter	% of building plans for which acknowledgement of receipt were issued within 48 hours, or immediately after capture by an SMS system	100%	• Uninformed public • Delays in process
	% of building plans finalised within 30 calendar days or for which feedback is provided if not finalised	100%	• Trends of poor services not identified and addressed • Delays in building process
	% of land use applications for which acknowledgement of receipt were issued within 48 hours, or immediately after capture by an SMS system	100%	• Trends of poor services not identified and addressed • Delays in building process
	% of land use applications for which feedback is provided within 30 working days and the enquiry is attended to within 90 working days.	100%	• Trends of poor services not identified and addressed • Delays in building process
Provide an efficient and effective land use management service	% of applications processed within 2 weeks	90%	• Unsatisfied clients/ public • Non-compliance with law/ regulations • No or late response to enquiries/ complaints • Lack of under-standing of land use process (H)
	No of successful legal actions against municipality regarding town planning matters	0 maximum	
Maintain up-to-date cadastral information	No of times that cadastral maps were updated	4	• Incomplete/ inaccurate/ Invalid management information for decision making • Unauthorised changes (H)
Maintain up-to-date zoning information	No of times that zoning maps were updated	4	

Performance Objectives	KPI's	Annual Targets	Risks
Monitor and evaluate developer's contributions	No of times that schedule were updated	4	<ul style="list-style-type: none"> <li>• Non receiving of developer's contribution according to agreement</li> <li>• No or late collection of deposit/ registration fees (H)</li> </ul>
Maintain comprehensive development guidelines	Annual review of development guidelines completed by end of March? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations</li> <li>• Insufficient guidelines (M)</li> </ul>
Monitor and evaluate land use trends through an extensive database	% of applications recorded on database	100%	<ul style="list-style-type: none"> <li>• Incomplete/ inaccurate/ Invalid management information for decision making (H)</li> </ul>
Promote long term sustainable development through 5 year planning	Compilation of Spatial Development Framework for Swartland Municipal Area completed by end of June 2011? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Poor/insufficient management direction (H)</li> </ul>
Promote equal access by allocating a percentage of appropriate developments to social and/or affordable housing	% of housing units developed as social/affordable housing	10% pa	<ul style="list-style-type: none"> <li>• No integrated development in terms P/SDF</li> <li>• Insufficient development of social/ GAP housing – squatter camps (M)</li> </ul>
Ensure that private developments assist in cross subsidising the development of low income housing	% adherence to progress schedules	100%	<ul style="list-style-type: none"> <li>• Non conformance to operational plan</li> <li>• Non achievement of operational standards</li> <li>• Poor service levels</li> <li>• Incomplete/ inaccurate recording of spending/ cross subsidising</li> <li>• Insufficient support services</li> <li>• Insufficient funds for council contributions of upgrading of standard of services &amp; low cost housing (H)</li> </ul>
<b>KPA: Building Control</b>			
<b>Objective: To provide an effective and efficient building control service</b>			
Provide a client orientated and effective building control service for the municipal area	% of building plans approved/ amendments requested within 30 calendar days	90%	<ul style="list-style-type: none"> <li>• Unsatisfied client/ public</li> <li>• Non compliance with laws and regulations</li> <li>• Insufficient knowledge of national building regulations (H)</li> </ul>
	No of legal cases won against municipality regarding building plans	0 maximum	
Optimise the costing structures for the building control service	Cost structure of building plans reviewed by end of November? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Non recovery of expenses</li> <li>• Unrealistic tariffs (M)</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
Minimise illegal backyard structures in new housing projects	<i>NOTE: KPI and target subject to finalisation of policies</i>	Pending	<ul style="list-style-type: none"> <li>• Uncontrolled structures</li> <li>• Fire &amp; Safety hazards</li> <li>• Non compliance with laws and regulations (M)</li> </ul>
Undertake site inspections within set timeframes	% of requested site inspections undertaken	90%	<ul style="list-style-type: none"> <li>• Unsafe structures</li> <li>• Fire &amp; Safety hazards</li> <li>• Non compliance with laws and regulations (M)</li> </ul>
Capture all building plan information	% of building plan applications updated and transferred to system (monthly)	100%	<ul style="list-style-type: none"> <li>• Incomplete/ inaccurate/ invalid database</li> <li>• Insufficient communication to update valuation and changes in property rates (H)</li> </ul>
Address all enquiries and complaints	% of complaints addressed within a week	100%	<ul style="list-style-type: none"> <li>• No or late response to enquiries/ complaints (M)</li> </ul>
Establish good relationships with planning and building related consultants	Annual capacity building meeting with planning and building related consultants held? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Insufficient knowledge of national building regulations (H)</li> <li>• Unaware of changes in building environment</li> </ul>
<b>KPA: Valuations</b>			
<b>Objective: To ensure that all properties are valued and taxed in a correct manner</b>			
Ensure that sufficient capacity exist for the general valuation	Service provider appointed by end of July? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Non timeous compilation of valuations (H)</li> </ul>
Ensure that properties are valued correctly	No of supplementary valuation role updates implemented	2	<ul style="list-style-type: none"> <li>• Inaccurate/ incomplete/ Invalid valuations</li> <li>• Loss of revenue</li> <li>• Late implementation of valuation roll (H)</li> </ul>

#### Division: Housing

Strategic Objective: To provide effective and sustainable housing delivery and management

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Housing</b>			
<b>Objective: To manage settlement development in a strategic and sustainable manner for optimal benefit</b>			
Effectively administer Council resources	% of flats filled within one month after being vacated	90%	<ul style="list-style-type: none"> <li>• Non timeous allocation of housing (M)</li> </ul>
Provide an effective and client orientated housing service	% of complaints resolved within 2 weeks	100%	<ul style="list-style-type: none"> <li>• Trends of poor services not identified and addressed</li> <li>• No or late response to enquiries/ complaints</li> </ul>



Performance Objectives	KPI's	Annual Targets	Risks
	Actual spending of housing funds (only applicable if a final grant is received)	R15m	<ul style="list-style-type: none"> <li>• Unauthorised/ invalid spending/ payments</li> <li>• Fraud &amp; Corruption</li> <li>• Non timeous erection of houses (delays) (H)</li> </ul>
	% of contractors paid within two weeks from receiving a certified invoice	100%	
	% of applicants updated on waiting lists per month	100%	<ul style="list-style-type: none"> <li>• Unauthorised changes to database</li> <li>• Favouritism</li> <li>• Fraud &amp; Corruption</li> <li>• Invalid applications accepted</li> <li>• Unauthorised / Illegal possession (H)</li> </ul>
Ensure that housing access is provided in line with planning	No of top structures completed	Qtr 3 = 40 Qtr 4 = 40	<ul style="list-style-type: none"> <li>• Outdated database (M)</li> </ul>
Support disaster victims on a continuous basis	% of disaster victims supported	90%	<ul style="list-style-type: none"> <li>• Non acceptance of responsibility and accountability</li> <li>• Insufficient disaster support</li> <li>• Unauthorised/ invalid allocation of funds (M)</li> </ul>
Monitor and evaluate the changes in informal settlement in the region	No of months during which 4 weekly inspections took place	12	<ul style="list-style-type: none"> <li>• Outdated database</li> <li>• Insufficient management information for decision making</li> <li>• Uninformed staff/ management (M)</li> </ul>
Maintain functional structures to address housing issues	No of housing committee/ site/ technical meetings held	20 pa	
Accommodate vulnerable groupings, such as farm dwellers, in housing projects	% of persons from farms which are on waiting lists and which are accommodated in subsidized housing projects (for Chatsworth if and when realised)	Postponed until next fin year	<ul style="list-style-type: none"> <li>• Unauthorised changes to database</li> <li>• Favouritism</li> <li>• Fraud &amp; Corruption</li> </ul>
Ensure that all new home owners informed and aware of responsibilities and rights	No of training sessions held	3 pm	<ul style="list-style-type: none"> <li>• Non timeous allocation of housing</li> <li>• Invalid applications accepted</li> <li>• Unauthorised / Illegal possession (H)</li> </ul>
Development of a housing plan	Housing plan reviewed by Council by May? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Poor/insufficient management direction (H)</li> <li>• Non-execution of projects</li> <li>• Project delays (H)</li> </ul>

Division: Occupational Health and Facilities

Strategic Objective: To promote an improved quality of life for all

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Occupational Health and Environmental Health</b>			
<b>Objective: To ensure a safe and healthy work environment</b>			
Ensure that all appointed and elected safety representatives are in place	No of appointed and elected safety rep's in place on continuous basis	12	<ul style="list-style-type: none"> <li>Non compliance with laws and regulations</li> <li>Uninformed staff (H)</li> </ul>
Ensure that health and safety committees are functional	No of meetings held	4	<ul style="list-style-type: none"> <li>Non compliance with laws and regulations</li> <li>Uninformed management</li> <li>No guidance or monitor of adherence (H)</li> </ul>
Ensure the effective administration of claims	% of claims submitted within 14 days from final report from doctor	100%	<ul style="list-style-type: none"> <li>Non compliance with laws and regulations (M)</li> </ul>
Reduce injuries on duty	No of injuries on duty	5 pm maximum	<ul style="list-style-type: none"> <li>Uncontrolled injuries on duty</li> <li>Uninformed management (M)</li> <li>Trends of unsafe work procedures not identified and addressed</li> </ul>
Effectively manage all injuries	% of job-related injuries per month referred to Compensation Commissioner	100%	<ul style="list-style-type: none"> <li>Non compliance with laws and regulations (M)</li> </ul>
Ensure that all projects comply with safety regulations	% of projects with safety specifications	100%	<ul style="list-style-type: none"> <li>Non compliance with laws and regulations (H)</li> <li>Unsafe working environment</li> </ul>
<b>KPA: Caravan Parks</b>			
<b>Objective: To ensure the effective management of caravan parks</b>			
Manage caravan parks effectively	% of the operating budget for maintenance of caravan parks spent	100%	<ul style="list-style-type: none"> <li>Unsafe/ Untidy environment</li> <li>Unsatisfied clients/ public (M)</li> </ul>
	% of the capital budget for caravan parks spent	100%	<ul style="list-style-type: none"> <li>Poor development</li> <li>deterioration of assets</li> </ul>
	No of double bookings	5 pa maximum	<ul style="list-style-type: none"> <li>Mismanagement of park</li> <li>Fraud and corruption</li> <li>Poor service</li> <li>Non utilisation of latest technology (H)</li> </ul>
	No of written complaints regarding poor infrastructure / administration	5 pm maximum	<ul style="list-style-type: none"> <li>Unsatisfied clients/ public</li> <li>No response or action on complaints</li> <li>Poor service (M)</li> </ul>
	Annual customer survey undertaken during December? Yes or No	Yes	
	% guests who rated the camp as "Good" in the December survey	At least 75%	

Performance Objectives	KPI's	Annual Targets	Risks
Optimise internet access to the facility	Days per month that online booking was available	30 pm	• Poor service (H)
<b>KPA: Non Related Environmental Health</b>			
<b>Objective: To promote a clean and healthy environment</b>			
Keep the water quality on an acceptable level	Average no of water samples taken	5 pm	<ul style="list-style-type: none"> <li>• Unhygienic/ Unhealthy environment</li> <li>• Impact on human safety</li> <li>• Non compliance with laws and regulations (H)</li> </ul>
	% deviation from water standard followed up	100%	
Properly address all complaints	% of relevant complaints addressed within 2 weeks	90%	No response or action on reported incidents (M)
Ensure that all erven in urban areas are compliant with standards	% of identified erven cleaned up within 3 months after final inspection (28 Feb)	80%	<ul style="list-style-type: none"> <li>• Unsafe/ Untidy environment</li> <li>• Fire hazard (M)</li> </ul>
Monitor air pollution in the area	Database of fuel burning processes updated by end of March? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Unhygienic/ Unhealthy environment</li> <li>• Impact on human safety</li> <li>• No response or action on reported incidents</li> <li>• Non compliance with laws and regulations (H)</li> </ul>
	Implementation of Air Quality Management Plan by end of December? Yes or No	Yes	
Provide an effective pest control service	% requests for pest control responded to within 14 days	100%	
	Annual pest control programme completed by end of March? Yes or No	Yes	

## 9.4.2 National KPA: Institutional development and municipal transformation

DEPARTMENT: CORPORATE SERVICES

Division: Management Services

Strategic Objective: To ensure an effective and client orientated municipal administration

Performance Objectives	KPI's	Annual Targets	Risks	
<b>KPA: Communication and Public Relations</b>				
<b>Objective: To ensure effective library services in the region</b>				
Render a quality library service	No of months during which libraries were fully operational	12	<ul style="list-style-type: none"><li>• Non-functional/ ineffective libraries</li><li>• Under expenditure of library grant (L)</li></ul>	
	No of written complaints from users	1 pm maximum		
	Monthly circulation figures	35 000 pm		
Properly manage libraries	No of monthly status reports submitted during year	12		
Protect library material through consumer training	No of annual consumer training programmes	14 (2 per lib pa)		
Improve IT access for libraries	% of libraries PALS-equipped	70%		
	% of libraries internet-equipped	70%		
<b>Objective: To promote and support tourism</b>				
Ensure the Local Tourism Organisation (LTO) complies with the Service Level Agreement	Number of quarterly reports submitted by LTO	4	<ul style="list-style-type: none"><li>• Uninformed management &amp; staff</li></ul>	
	Annual financial statements submitted by January? Yes/No	Yes		<ul style="list-style-type: none"><li>• Uninformed community</li><li>• Non adherence to legal requirements</li><li>• Unreliable financial information for decision making</li><li>• Unexplained/ unauthorised expenditure (M)</li></ul>
	Annual Report by Chairperson submitted by September? Yes/No	Yes		
<b>Objective: To promote internal and external communication and public relations</b>				
Promote internal and external communication	No of external newsletters distributed	4	<ul style="list-style-type: none"><li>• Uninformed public &amp; staff</li><li>• Irregular/ ineffective communication with target public (M)</li></ul>	
	No of internal newsletters distributed	4		
	Annual review of communication plans completed by June? Yes or No	Yes		
<b>KPA: Secretariat and Record Management</b>				
<b>Objective: To provide an efficient secretariat service to council</b>				
Ensure an effective secretariat service to Council and Mayoral Committee	No of council agendas distributed per quarter according to policy (i.e. 48 hours in advance)	1 pq	<ul style="list-style-type: none"><li>• Ineffective secretariat services to council and its committees (M)</li></ul>	
	No of months during which EMC agendas were distributed according to policy (i.e. 24 hours in advance)	12		
Ensure the timely distribution of resolutions to appropriate officials	No of months during which EMC and Council resolutions were distributed according to policy (i.e. within 10 days average)	12		

Performance Objectives	KPI's	Annual Targets	Risks
<b>Objective: To create, maintain and support structures for community participation</b>			
Ensure that ward committees are continually engaged	No of wards that had at least 6 ward committee meetings per annum	6	• Ineffective/ defunct ward committees • Uninformed Management (L)
Ensure that ward committee meetings are managed in a structured manner	% adherence to ward committee meeting requirements	100%	
Promote participative decision-making on ward level	% of resolutions taken per month with ward committee input	25%	
<b>Objective: To ensure legal compliance and efficient distribution of records</b>			
Appropriately manage the filing system	Update of master copy bi-annually in November and May completed? Yes or No	Yes	• Loss of records • Non-compliance with statutory requirements related to records management • Unrestricted access to sensitive info (H)
Adequately distribute all incoming correspondence	% of incoming mail referred within 48 hours	80%	
Manage archives in a legally compliant manner	No of quarterly inspection reports per year	4	
Manage records according to policy and registry procedures	No of monthly inspection reports per year	12	
Train all staff in records management	No of training sessions	1 pq	
<b>KPA: Administration: Properties and Contracts</b>			
<b>Objective: To manage facilities in a financially sustainable manner</b>			
Keep rental policies relevant	Annual review of rental policies completed by end of May? Yes or No	Yes	• Defunct/ damaged infrastructure and equipment • Halls not cleaned and prepared on time (L)
Ensure that hall facilities are available as requested	% of times per month that halls were available on determined standards	100%	
Adequately maintain facility infrastructure	Maintenance audit annually in December completed? Yes or No	Yes	
Ensure that annual rental rates comply with legislation	Annual revision of rental rates finalised by end of May? Yes or No	Yes	
<b>KPA: Administration: General Support</b>			
<b>Objective: To provide a general support service to line function departments</b>			
Keep accurate records of tender processes	No of months that records are updated	12	• Non-compliance with tender/ SCM policy • Incomplete records/ missing documents (H)
Improve access to municipal policies and bylaws	Annual review of policy register completed by May? Yes or No	Yes	• Uninformed staff • Non-adherence to policies (H)

Performance Objectives	KPI's	Annual Targets	Risks
Facilitate the compilation of an annual report	Annual Report submitted by January? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Uninformed tax payers/ community</li> <li>• Non adherence to legal requirements</li> <li>• Unreliable financial information for decision making</li> <li>• Unexplained/ unauthorised expenditure (H)</li> </ul>
Update delegation register	Annual update of delegation register by June? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Unauthorised business decisions</li> <li>• Outdated delegation of authority</li> </ul>

**Division: Human Resource Services**

**Strategic Objective: To promote a well-trained, motivated and professional workforce in a positive working environment**

Performance Objectives	KPI's	Annual Targets	Risks
<i>KPA: Human Resources Services</i>			
<i>Objective: To provide an efficient support service with regard to human resources</i>			
Ensure the efficient and timely administration of appointments	% of external appointments made within 3 months after advertising	75%	<ul style="list-style-type: none"> <li>• Inadequate advertising</li> <li>• Position not budgeted for/ approved</li> <li>• Inadequate reference</li> <li>• Invalid qualifications</li> <li>• Recruitment of unsuitable personnel</li> <li>• Favouritism</li> <li>• Non-adherence to company employment equity plans</li> <li>• Lack of accountability (M)</li> </ul>
Properly administer personnel affairs	% of all checklist activities completed	100%	<ul style="list-style-type: none"> <li>• Incomplete/ Invalid/ Inaccurate information on master data base</li> <li>• Staff records created/ changed to make fraudulent payments</li> <li>• Unrestricted access to personnel records/ system</li> <li>• Unauthorised increments/ allowances</li> <li>• Non timeous removal of employee from database (termination ) (H)</li> </ul>
Keep the organogram up to date	Annual review of the organogram completed by end of June? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Insufficient information for decision-making (M)</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
Keep human resource policies up to date	No of HR policies reviewed	3 pa minimum	<ul style="list-style-type: none"> <li>• Uninformed staff</li> <li>• Non-compliance with applicable laws, regulations and company policies (M)</li> </ul>
Continuously train and develop staff	Annual review/amendment of the Skills Development Plan completed by end of June? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Training incompatible with company / employee needs</li> <li>• Lack of career path/ planning</li> <li>• Ineffective identification of current skills and skills required (shortage)</li> <li>• Excessive training cost (M)</li> </ul>
	% of planned training events realised	100%	<ul style="list-style-type: none"> <li>• Ineffective monitoring of training provided</li> <li>• Non claiming of skills development levy (M)</li> </ul>
	Annual report on bursaries submitted in February? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Uninformed management</li> <li>• Ineffective monitoring of training provided</li> <li>• Non claiming of skills development levy (M)</li> </ul>
Implement skills development	% of a municipality's salary budget actually spent on implementing its workplace skills plan (cumulative)	100% (R454 818)	<ul style="list-style-type: none"> <li>• Insufficient skills development (M)</li> </ul>
Implement the Prosperity Partnership	No of invocom evaluations done	4	<ul style="list-style-type: none"> <li>• Non-execution of invocoms</li> <li>• Uninformed staff and management</li> </ul>
Promote employment equity through continuous planning	Compilation/review of Employment Equity plan completed by end of November? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Non-adherence to law &amp; company employment equity plans (M)</li> </ul>
	No of people from employment equity target groups employed in the 3 highest levels of management in compliance with the Municipality's approved Employment Equity plan	10 out of 24	
Ensure legal compliance regarding employment equity reporting	Employment Equity Report submitted to Department of Labour by end of September? Yes or No	Yes	
Properly manage disciplinary disputes and processes	No of months during which discipline records were updated	12	<ul style="list-style-type: none"> <li>• Inadequate Inconsistent / inappropriate disciplinary action taken</li> <li>• No disciplinary records database</li> <li>• Uninformed staff (M)</li> </ul>
	% of unfavourable awards for the employer regarding disputes (CCMA)	10% maximum	

Performance Objectives	KPI's	Annual Targets	Risks
Ensure that the Local Labour Forum complies with legal requirements	% compliance of LLF process with main collective agreement	100%	<ul style="list-style-type: none"> <li>Poor communication with labour</li> <li>Labour unrest / strikes / stay aways</li> <li>Unfair labour practices</li> <li>Demotivated personnel (M)</li> </ul>
Promote a productive workforce	% of person days lost per month	3% pm maximum	<ul style="list-style-type: none"> <li>Unproductive workforce</li> <li>Compulsory leave not taken</li> <li>Non-performance not identified (M)</li> </ul>
Maintain a safe working environment	% of person days per month lost due to injuries	2% pm maximum	<ul style="list-style-type: none"> <li>Unsafe working environment</li> <li>Lack of awareness programs (HIV)</li> <li>Uninformed staff (M)</li> </ul>
	% of training budget allocated to safety training	4% pa	
Sufficiently orientate new staff to Swartland values	% of new personnel receiving induction	100%	<ul style="list-style-type: none"> <li>Employee unfamiliar with organisation (M)</li> </ul>
Improve the development and retention of scarce skills	% of training interventions (WSP) targeted for scarce skills or specialist training	25%	<ul style="list-style-type: none"> <li>Poor succession planning</li> <li>Lack of trained relief personnel</li> <li>Disruption of operations / Lack of continuity</li> <li>Loss of key personnel</li> <li>Shortage of specialist skills</li> <li>Ageing of workforce (H)</li> </ul>
Promote the Municipality's spending on skills development	% of Municipality's budget spent on skills development	1%	<ul style="list-style-type: none"> <li>Ineffective identification of current skills and skills required (shortage)</li> <li>Ineffective monitoring of training provided</li> <li>Excessive training cost (M)</li> </ul>
Properly manage Staff doing private work	No of quarterly reports to Municipal Manager on private (outside) work done by staff	4	<ul style="list-style-type: none"> <li>Interference with job responsibilities</li> <li>Utilisation of employer's resources &amp; time (M)</li> </ul>
Mainstream the rights of disabled people	% progress with developing a disability policy?	20%	<ul style="list-style-type: none"> <li>Uninformed staff</li> <li>No direction regarding business objective</li> </ul>
	% assessment of all municipal buildings to identify any possible short comings i.t.o. access to people with disabilities?	100%	<ul style="list-style-type: none"> <li>Unsafe environment for employees and clients</li> <li>Insufficient information for decision making</li> </ul>
	% adjustment of shortcomings identified in assessment of all municipal buildings?	Wait for assessment to finish	<ul style="list-style-type: none"> <li>No response to identified shortcomings</li> <li>Poor or no planning</li> </ul>



### 9.4.3 National KPA: Financial viability and management

Department: Financial Services

Division: Financial Statements and Control

Strategic Objective: To ensure financial viability and sustainability

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Budgeting</b>			
<b>Objective: To ensure that the municipality's budget is transparent and implemented</b>			
Provide accurate service information	R value retained by government due to improper reporting	RO	<ul style="list-style-type: none"> <li>Inadequate management reports</li> <li>Unreliable/ incomplete/ incorrect management information</li> <li>Inappropriate management decisions (M)</li> </ul>
<b>MFMA Section 21(2):</b> When preparing the annual budget:			
• take into account the national budget, provincial budget, national government's fiscal and macro-economic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum	Said budgets, policy, act and agreements taken into account? Yes or No	Yes	<ul style="list-style-type: none"> <li>Non-availability of funds for needs identified in the IDP</li> </ul>
• consult relevant authorities	Relevant authorities consulted? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>Problem areas not timely identified and addressed</li> </ul>
• provide, on request, any information relating to the budget to relevant government bodies	Information provided if requested? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>Inappropriate utilisation of funds</li> <li>Unreliable financial information for decision making</li> </ul>
<b>MFMA Section 23(2):</b> Respond to budget submissions and, if necessary, revise the budget and table amendments for consideration by council	Responded to budget submissions, if any? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>Non-availability of funds for needs identified in changes to the IDP</li> </ul>
	Budget, if necessary, revised and amendments tabled? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>Non-compliance with laws and regulations (M)</li> </ul>
<b>MFMA Section 28(4):</b> Table an adjustments budget in council	An adjustments budget tabled in council before end of February? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>Non-availability of funds for needs identified in the IDP</li> </ul>
<b>MFMA Section 16(2):</b> Table the annual budget at a council meeting (90 day budget)	Annual budget at a council meeting at least 90 days before the start of the budget year? Yes or No	Yes	<ul style="list-style-type: none"> <li>Intervention by Provincial Executive if budget is not timely compiled</li> </ul>
<b>MFMA Section 24:</b> Table the annual budget at a council meeting 30 day budget)	Final budget tabled before end of May? Yes or No	Yes	<ul style="list-style-type: none"> <li>Inappropriate utilisation of funds</li> </ul>
<b>MFMA Section 24(3):</b> Submit the approved annual budget to the National Treasury and the relevant provincial treasury	Approved annual budget submitted to National and Provincial Treasury before end of June? Yes or No	Yes	<ul style="list-style-type: none"> <li>Unreliable financial information for decision making</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Credit Control</b>			
<b>Objective: To ensure effective credit control that will optimise income</b>			
Optimise income through effective credit control	% of defaulters disconnected per month as per cut-off lists	95%	<ul style="list-style-type: none"> <li>• Granting of credit to high risk clients</li> <li>• Incorrect allocation</li> <li>• Unnecessary disconnecting of services</li> <li>• Claims against municipality</li> <li>• Reconnecting of services prior to payment (M)</li> </ul>
Appropriately manage defaulters	% of identified defaulters reconnected within standard timeframe	95%	
Appropriately manage debt	% recovered debt as at month end (prior to levy)	90%	<ul style="list-style-type: none"> <li>• Non compliance to defined guidelines</li> <li>• Inadequate credit control</li> <li>• Unauthorised transactions</li> <li>• Granting of credit to high risk clients</li> <li>• Negative impact on cash flow</li> <li>• Unauthorised write-off of bad debts (H)</li> </ul>
	No of write-off transactions for year	4	
	% of debtors handed over end of year	100%	
	% decrease in household debt per year (end of year)	2%	
	% of indigent households reached through awareness	95%	
Optimise credit control through continuous trend analysis	% of accounts paid per month	90%	<ul style="list-style-type: none"> <li>• Uninformed Management</li> <li>• Insufficient information for decision making</li> <li>• Non-identification of causes for non-payment</li> <li>• Uncontrolled granting of credit (M)</li> </ul>
Comply with debtor reporting standards	No of months during which report submitted to CFO	12	
Continuously monitor poverty in the area	% of changes in indigents captured on database	95%	<ul style="list-style-type: none"> <li>• Insufficient surety</li> <li>• Bad debt</li> <li>• Invalid subsidies (M)</li> </ul>
Ensure access to free basic services	% of households earning less than R1100 per month with access to free basic services	100%	<ul style="list-style-type: none"> <li>• Granting of credit to households that don't qualify (H)</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Asset and Vehicle Management</b>			
<b>Objective: To ensure that council's assets are managed in a legally compliant manner</b>			
Ensure the effective administration of insurance claims	% of claims submitted within 5 days after registration by Asset Manager	90%	<ul style="list-style-type: none"> <li>• Inadequate safeguarding of assets</li> <li>• Unauthorised use / misuse / abuse of assets</li> <li>• Non monitoring of under / over utilisation of assets</li> <li>• Insufficient insurance on assets</li> <li>• Loss due to late submission of insurance claims (M)</li> </ul>
	Financial loss due to late submission of insurance claims	R0 maximum	
	No of unapproved claims due to assets that is not insured	0 maximum	
	Submission of draft vehicle and insurance budget to CFO by end of November? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Lack of correlation between business plan and fixed asset plan</li> <li>• Insufficient justification for capital acquisition</li> <li>• Lack of capacity / inadequate infrastructure (H)</li> </ul>
	No of months during which insurance claim register were reconciled	12	<ul style="list-style-type: none"> <li>• Unauthorised claims</li> <li>• Claims not settled (H)</li> </ul>
Continuously report on and monitor insurance claims and general control accounts	No of months during which reports were compiled according to policy	12	<ul style="list-style-type: none"> <li>• Inadequate management reporting</li> </ul>
Properly manage fleet	No of months during which reconciliations took place	10	<ul style="list-style-type: none"> <li>• Ineffective asset counts</li> <li>• Non reconciliation of asset counts to asset register</li> <li>• Incomplete asset register and inaccurate financial statements (M)</li> </ul>
Ensure the effective management of assets	Annual asset stock taking completed by end of August? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Missing assets</li> <li>• Outdated asset register (H)</li> </ul>
	% of new assets accounted for on the inventory register	100%	<ul style="list-style-type: none"> <li>• No recording of asset movements</li> <li>• Unauthorised disposal, transfer and scrapping of assets</li> <li>• Assets removed from the asset register intentionally to commit fraud</li> <li>• Disposal of usable assets (H)</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
	Double payments for vehicles (duplications)	0 maximum	<ul style="list-style-type: none"> <li>• Unjustified capital expenditure</li> <li>• Long outstanding capital projects</li> <li>• Non monitoring of quality of work performed</li> <li>• Non monitoring of compliance to agreed specification</li> <li>• Incomplete asset register</li> <li>• Insufficient identification of assets</li> <li>• Inaccurate depreciation rates</li> </ul>
<b>KPA: Expenditure</b>			
<b>Objective: To ensure that all expenditure are managed in an accountable manner</b>			
Properly manage expenditure	No of monthly expenditure budget meetings held	10	<ul style="list-style-type: none"> <li>• Unreliable financial information</li> <li>• Unexplained budget deviations</li> <li>• Inadequate follow-up and implementation of action plans</li> <li>• Incorrect allocation /classification (H)</li> </ul>
	No of months during which daily reports were in balance at the end of the month	12	
	No of months during which monthly bank reconciliation and related accounts finalised within 10 days after end of month	12	
Properly manage VAT	No of months with zero difference between VAT claimed and VAT paid	12	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations</li> <li>• Incorrect/ invalid claims (M)</li> </ul>
	Monthly reconciliation with SARS statements	12	
Properly manage salary related transactions	Draft budgets completed and submitted to CFO by end of November? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Payroll is not processed timely</li> <li>• Time information (absenteeism, sickness, leave, acting, overtime) used to calculate wages and salaries is inaccurate/ invalid</li> <li>• Unauthorised deductions/ payments</li> <li>• Deductions not timeously paid over (H)</li> </ul>
	% of salary related deductions made on time	100%	
	No of months with calculation and payment of income tax	12	
	Annual feedback by May from SARS re correction of IRP positive? Yes or No	Yes	
	No of complaints regarding salaries	5 pm maximum	
Pay creditors in a timely fashion	% of creditors paid within 30 days	100%	<ul style="list-style-type: none"> <li>• Invalid/ inaccurate payments</li> <li>• Loss of settlement discount</li> <li>• Incurrence of interest</li> <li>• Mismanagement of funds</li> <li>• Fraudulent payments (H)</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Income</b>			
<b>Objective: To ensure sufficient and sustainable income for the organisation</b>			
Ensure that all monies are accounted for	No of months during which receipts will be issued for all monies	12	<ul style="list-style-type: none"> <li>• Incomplete/ Inaccurate financial information</li> <li>• Misuse/ Fraud</li> <li>• Late update of clients' accounts (interest) (H)</li> </ul>
Record all financial transactions	No of transactions not captured during the month	10 pm maximum	<ul style="list-style-type: none"> <li>• Incomplete / inaccurate reconciliation</li> <li>• Non timeous clearing of reconciling items</li> <li>• Lack of review and approval of reconciliation (H)</li> </ul>
Ensure that all monies are banked	No of months during which all monies were banked daily	12	<ul style="list-style-type: none"> <li>• Incomplete/ Inaccurate financial information</li> <li>• Misuse/ Fraud</li> <li>• Loss of interest (H)</li> </ul>
Ensure proper budget control	No of months during which budget control was done, deviations pointed out and reported to CFO	12	<ul style="list-style-type: none"> <li>• Unreliable financial information for decision making</li> </ul>
Do proper financial planning	Draft income budget submitted to CFO by end of November? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Unexplained budget deviations</li> <li>• Inadequate follow-up and implementation of action plans</li> <li>• Incorrect allocation/ classification (H)</li> </ul>
Improve council's income through accurate meter readings	% deviation between estimated and actual readings per month	10% maximum	<ul style="list-style-type: none"> <li>• Incomplete / inaccurate recording of Revenue</li> <li>• Non recording of services provided</li> <li>• Inadequate application of tariffs</li> <li>• Non timeous invoicing</li> <li>• Unauthorised adjustments</li> <li>• Invalid/ unauthorised debit/ credit notes</li> <li>• Unauthorised waiving of revenue (H)</li> </ul>
Properly manage property information	No of written complaints from public regarding faulty property information	5 pm maximum	<ul style="list-style-type: none"> <li>• Incomplete/ Inaccurate information on database</li> </ul>
	No of months during which property register were updated on receipt of listing	12	<ul style="list-style-type: none"> <li>• Unauthorised changes to database (H)</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
Continuously monitor variances	No of months during which variance report was controlled or checked daily and rectifications done where applicable	12	<ul style="list-style-type: none"> <li>• Unreliable financial information for decision making</li> <li>• Unidentified errors</li> </ul>
Ensure the proper inter-departmental management of income	No of monthly income budget meetings held	10	<ul style="list-style-type: none"> <li>• Incorrect allocation/ classification (H)</li> </ul>
Improve council's income through the rapid registration of new subsidised clients	% of new subsidised households for which "happy letters" were received by Finance Department connected within one month from the date of receipt	100%	<ul style="list-style-type: none"> <li>• Unauthorised subsidised households</li> </ul>
Properly manage council's facilities	No of written booking complaints received	1 pq maximum	<ul style="list-style-type: none"> <li>• Incomplete / inaccurate recording of Revenue</li> <li>• Non recording of services provided</li> <li>• Inadequate application of tariffs</li> <li>• Non timeous invoicing</li> <li>• Unauthorised adjustments</li> <li>• Invalid/ unauthorised debit/ credit notes</li> <li>• Unauthorised waiving of revenue (H)</li> </ul>
	No of months during which facility register were updated daily and reconciled monthly	12	<ul style="list-style-type: none"> <li>• Inadequate follow-up and implementation of action plans</li> <li>• Outdated register (M)</li> </ul>
Ensure local economy benefits through service incentives	% of relevant applications receiving incentives	100%	<ul style="list-style-type: none"> <li>• Unauthorised / incorrect allocation of incentives (H)</li> </ul>
Keep cemetery service on an acceptable standard	No of written complaints received regarding cemeteries	1 pq maximum	<ul style="list-style-type: none"> <li>• Incomplete / inaccurate recording of Revenue</li> </ul>
	No of months during which cemetery register were updated on daily basis	12	<ul style="list-style-type: none"> <li>• Non recording of services provided</li> <li>• Inadequate application of tariffs</li> <li>• Non timeous invoicing</li> <li>• Unauthorised adjustments</li> <li>• Invalid/ unauthorised debit/ credit notes</li> <li>• Unauthorised waiving of revenue (H)</li> </ul>
Provide accurate service information	No of months during which (electricity & water) statistics were updated	12	<ul style="list-style-type: none"> <li>• Inadequate management reports</li> <li>• Unreliable/ incomplete/ incorrect management information</li> <li>• Inappropriate management decisions</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
Ensure proper valuation information	No of months during which valuation information was aligned with Promun	12	<ul style="list-style-type: none"><li>• Incomplete/ Inaccurate information on database</li><li>• Unauthorised changes to database</li><li>• Incorrect billing (H)</li></ul>
Ensure that electricity tariffs comply with legal requirements	Electricity tariffs approved by end of May? Yes or No	Yes	<ul style="list-style-type: none"><li>• Inaccurate recording of Revenue</li><li>• Invalid adjustments</li><li>• Inadequate application of tariffs (H)</li></ul>
Ensure the proper management of income	No of months during which daily reports were in balance at the end of the month	12	<ul style="list-style-type: none"><li>• Incomplete/ Inaccurate financial information</li><li>• Misuse/ Fraud</li><li>• Late update of clients' accounts (interest) (H)</li></ul>
	Daily reconciliation of cash received	100%	
Ensure that all necessary reconciliations take place in line with legislation	% of monthly reconciliation (services, properties, tariffs) done	95%	<ul style="list-style-type: none"><li>• Trends of poor services not identified and addressed</li><li>• Poor service delivery</li><li>• Late payment of accounts</li></ul>
Ensure proper monitoring of the Client Service Charter	% of account enquiries for which feedback is provided within 10 working days and adjustments made before the next account is levied	100%	
	% of accounts distributed monthly before the 10 <sup>th</sup> day of each month	100%	
KPA: Reporting and Policy			
Objective: To ensure that all legally required reporting are adhered to			
Submit financial statements in line with legislation	Annual financial statements submitted before the end of August? Yes or No	Yes	<ul style="list-style-type: none"><li>• Incomplete/ Inaccurate financial statements</li><li>• Non-compliance with law/ regulations</li><li>• Unauthorised transactions (M)</li></ul>
Adhere to accounting standards	No of months during which reporting on the general ledger was done	12	
Ensure legal compliance through continuous reporting	No of months during which treasury reports were submitted	12	
	No of quarterly reports submitted per year	4	
Comply with MFMA section 72 requirements	Mid Year Performance Report submitted before 25 January? Yes or No	Yes	
KPA: Supply Chain Management			
Objective: To ensure that procurement processes are transparent and benefit local communities			
Properly manage expenditure	No of months during which no order were placed that would lead to unauthorised spending	12	<ul style="list-style-type: none"><li>• Acceptance of incorrect/ inferior quality goods</li><li>• Non timeous delivery of goods/ services</li><li>• Incorrect capture of goods received information</li><li>• Non compliance with contract terms and conditions (H)</li></ul>

Performance Objectives	KPI's	Annual Targets	Risks
	% of correct requisitions sent out by the Chief Purchaser for completion within 3 days from when it landed in his/her Collaborator inbox	80%	<ul style="list-style-type: none"> <li>• Unauthorised, unnecessary and irregular expenditure</li> <li>• Inadequate segregation of duties</li> <li>• Long outstanding requisitions (delays)</li> <li>• Lack of approved suppliers' price list to monitor market related / contract prices (H)</li> </ul>
Properly manage municipal stores and stationary	No of quarterly stock spot checks done	4	<ul style="list-style-type: none"> <li>• Under or over statement of stock value</li> <li>• Non-timeously identification of irregularities (H)</li> </ul>
	Annual stock-taking completed by end of June? Yes or No	Yes	
	No of monthly balancing/reconciliation of the general ledger accounts	12	
	Annual auction held before end of November? Yes or No	Yes	<ul style="list-style-type: none"> <li>• Unauthorised disposal of stock</li> <li>• Stock removed from the inventory intentionally to commit fraud (H)</li> </ul>
Ensure that all service providers comply with tax clearance certification	No of months during which it was verified that tax clearance certificates are included with all formal and informal tenders	12	<ul style="list-style-type: none"> <li>• Inadequate legal vetting of suppliers</li> <li>• Poor management of contracts resulting in failure to adhere to agreed contract rates and prices (H)</li> </ul>
Ensure that all service providers are accessible for the municipality	Annual update of the supplier list by inviting new suppliers to register completed before end of March? Yes or No	Yes	
Comply with statutory reporting requirements	% of reporting requirement met: <i>a Report to national and provincial treasury on awards made above R100 000.</i> <i>b Report to CFO within 5days on final awards made below R200 000.</i> <i>c Report to CFO within 3days on awards made based on less than three quotations.</i> <i>d Report to the AG, provincial and national treasury on a tender that was approved other than the one recommended.</i>	50%	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations</li> <li>• Inadequate communication (M)</li> </ul>
Ensure that supply chain management operational processes are undertaken	No of SCM management meetings	10	<ul style="list-style-type: none"> <li>• Non-compliance with law/ regulations</li> <li>• Uninformed staff/ community (M)</li> </ul>
Keep the supply chain management policy relevant and up to date	Review of SCM Policy completed by end of May? Yes or No	Yes	
Promote awareness of economic opportunities in the community	No of information sessions held	1	
Job creation opportunities	No of new jobs created through SCM for contracts smaller than R200 000	To be determined	<ul style="list-style-type: none"> <li>• Incorrect allocation of contracts (M)</li> </ul>



#### 9.4.4 National KPA: Good governance, community participation and local economic development

##### OFFICE OF THE MUNICIPAL MANAGER

Division: Internal Audit

Strategic Objective: To ensure an economical, effective, efficient and accountable organisation

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Internal Audit</b>			
<b>Objective: To audit municipal processes and risks</b>			
Ensure consistent and accurate performance monitoring	Performance measurement tabled at Audit Committee in Qtr 1 and Qtr 3? Yes or No	Yes	• Uniformed Audit Committee (M)
Ensure that management is aware of all audit related risks	No of months during which reports were submitted	12	• Municipal Manager and Directors unaware of audit issues to implement Action Plan (H)
Ensure that the Audit Committee is aware of all audit related risks	No of reports submitted to Audit Committee	4	• Uniformed Audit Committee (M)
Ensure that the Audit Committee function as per legislation	No of Audit Committee meetings correctly administered	4	• Non-compliance with law/regulations (H)
Continuously update the risk profile of the Municipality	Compilation of Risk Based Audit Plan (RBAP) completed by end of July 2009? Yes or No	Yes	• Non-prioritise of projects • Uneconomical utilisation of resources(H)
Reduce identified risks through the implementation of the appropriate RBAP	% Implementation of the RBAP	60%	
Ensure proper identification of risks in the Municipality	Annual review and update of risk assessment done by end of May? Yes or No	Yes	
Ensure effective liaison with the Auditor-General and coordination of the implementation of the AG's findings	% of Auditor General requests for documents and information effectively obtained and submitted	100%	• Audit delay (M)
	% of outstanding findings addressed according to schedule deadlines	100%	• Late or non-implementation of audit recommendation (H)

Division: Strategic Management

Strategic Objective: To promote local economic development

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Local Economic Development</b>			
<b>Objective: To promote local economic development in the municipal area</b>			
Facilitate the creation of jobs through the municipality's LED initiatives	No of jobs created through Municipality's capital projects (contracts > R200 000)	100 pa	• Increase in unemployment (M)

**Strategic Objective: To ensure effective strategic management**

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA : Performance Management</b>			
<b>Objective: To effectively manage and measure the performance of the organisation and its staff members</b>			
<b>Structures Act Section 56(3)(a):</b> Identify and develop criteria in terms of which progress in the implementation of the municipality's strategies, programmes and services can be evaluated, including KPI's	Criteria, including KPI's, identified and developed? - Yes or No	Yes	<ul style="list-style-type: none"> <li>No services delivery measurements</li> <li>Trends of poor services not identified and addressed</li> </ul>
Ensure effective performance management	Annual revision of KPIs and targets done by end of March? Yes or No	Yes	<ul style="list-style-type: none"> <li>Objectives or strategies may not be adequately defined</li> <li>Poor management direction</li> <li>Management unaware of responsibilities (H)</li> </ul>
<b>Structures Act Section 56(3)(b):</b> Evaluate progress against the key performance indicators	Monthly progress against the KPI's monitored? Yes or No	Yes	<ul style="list-style-type: none"> <li>Poor services not identified and addressed</li> </ul>
	Quarterly progress against the KPI's evaluated? Yes or No	Yes	
<b>MFMA Section 72:</b> Submit a mid-year performance assessment report to Mayoral Committee	Report submitted to Mayoral Committee by 25 January? Yes or No	Yes	<ul style="list-style-type: none"> <li>Uninformed Council</li> <li>Insufficient information for decision making purposes</li> </ul>
<b>MFMA Section 54:</b> Submit a mid-year performance assessment report to Council	Report submitted to Council by 31 January? Yes or No	Yes	
Ensure that performance management adheres to legal requirements	% of Auditor General requirements with respect to PMS met	85%	<ul style="list-style-type: none"> <li>Non-adherence to legal and regulatory requirements (H)</li> </ul>
<b>MFMA Section 53(3)(b):</b> Submit copies of the performance agreements to the council and the MEC for local government	Draft annual performance agreements for the next year submitted to the Executive Mayor no later than 14 days after the approval of an annual budget? Yes or No	Yes	<ul style="list-style-type: none"> <li>Poor management direction</li> <li>Management unaware of responsibilities (H)</li> </ul>
	Copies of the performance agreements submitted to Council and the MEC for local government by end of June? Yes or No	Yes	<ul style="list-style-type: none"> <li>Objectives or strategies may not be inline with government (H)</li> </ul>
<b>MFMA Section 53(3)(b):</b> Make public the performance agreements	Performance agreements of Municipal Manager and senior managers made public no later than 14 days after the approval of the SDBIP? Yes or No	Yes	<ul style="list-style-type: none"> <li>Uninformed community/ tax payers</li> <li>Non-adherence to legal and regulatory requirements (H)</li> </ul>
<b>MFMA Section 53(1)(c)(iii):</b> Ensure compliant annual performance agreements for the municipal manager and all senior managers	Annual performance agreements comply with this Act in order to promote sound financial management? Yes or No	Yes	<ul style="list-style-type: none"> <li>Budget not aligned according to the IDP Service delivery targets and KPI's</li> </ul>

Performance Objectives	KPI's	Annual Targets	Risks
	Annual performance agreements linked to the measurable performance objectives? Yes or No	Yes	<ul style="list-style-type: none"><li>• Poor services not identified and addressed</li><li>• Insufficient evidence/prove of performance measurement</li></ul>
	Annual performance agreements for the current year concluded in accordance with section 57(2) of the MSA before 1 August? Yes or No	Yes	<ul style="list-style-type: none"><li>• Non-identification of poor performance (H)</li></ul>
<b>KPA : Community Participation</b>			
<b>Objective: To encourage the involvement of communities and community organisations in the matters of local government</b>			
<b>Systems Act Section 4(2)(c):</b> Encourage the involvement of the local community	SMAF meetings held in November and March? Yes or No	Yes	<ul style="list-style-type: none"><li>• Lack of information for decision-making</li><li>• Non-awareness of community needs and issues (H)</li></ul>
	Draft annual ward plans completed by end of February? Yes or No	Yes	
	IDP public meetings to obtain inputs on draft IDP held in April? Yes or No	Yes	
<b>Structures Act Section 56(3)(g):</b> Annually report on the involvement of communities and community organisations in the affairs of the municipality	Was such an annual report submitted? Yes or No	Yes	<ul style="list-style-type: none"><li>• Community needs and issues not identified and taken into consideration</li></ul>
<b>Structures Act Section 56(3)(h):</b> Ensure that regard is given to public views and report on the effect of consultation on the decisions of the council	Regard given to public views and was a report on the effect of consultation on the decisions of the council submitted? Yes or No	Yes	
<b>KPA : Integrated Development Planning</b>			
<b>Objective: To compile and implement the IDP and to monitor progress with implementation of the plan</b>			
<b>MFMA Section 21(1)(a):</b> Co-ordinate the processes for reviewing the IDP	Processes co-ordinated? Yes or No	Yes	<ul style="list-style-type: none"><li>• Non-availability of funds for needs identified in the IDP</li></ul>
<b>MFMA Section 21(1)(b):</b> Table in council a IDP/Budget time schedule	Time schedule adopted by Council before the end of August? Yes or No	Yes	<ul style="list-style-type: none"><li>• Objectives or strategies may not be adequately defined</li><li>• Projects/Funds not allocated and prioritised according to community needs</li><li>• Non-adherence to legal and regulatory requirements (H)</li></ul>
<b>Structures Act Section 56(2):</b> Ensure proper needs analysis	Needs of the municipality identified? Yes or No	Yes	<ul style="list-style-type: none"><li>• Insufficient funds resulting in delays and/ or breakdown in service delivery</li></ul>
	Needs reviewed and evaluated in order of priority? Yes or No	Yes	<ul style="list-style-type: none"><li>• Non-prioritisation of projects and identified needs</li></ul>

Performance Objectives	KPI's	Annual Targets	Risks
	Strategies, programmes and services to address the needs through the IDP recommended to council? Yes or No	Yes	<ul style="list-style-type: none"> <li>Objectives or strategies may not be adequately defined</li> <li>Budget not aligned according to the IDP Service delivery targets and KPI's</li> </ul>
	The best way to deliver those strategies recommended or determined? - Yes or No	Yes	<ul style="list-style-type: none"> <li>No participating decision making process</li> </ul>
<b>MFMA Section 21(2):</b> Ensure that the municipality revises the IDP taking into account realistic revenue and expenditure projections for future years	Municipality revised its IDP taking into account realistic revenue and expenditure projections for future years? - Yes or No	Yes	<ul style="list-style-type: none"> <li>Non-availability of funds for needs identified in the IDP</li> </ul>
<b>Systems Act Section 30:</b> Manage the drafting of the municipality's IDP	Draft Annual Plan adopted by Council before the end of March? Yes or No	Yes	<ul style="list-style-type: none"> <li>IDP not aligned according to the Service delivery targets and needs</li> <li>Non-performance of constitutional and statutory functions</li> </ul>
	Final Annual Plan adopted by Council before the end of May? Yes or No	Yes	
	Summary of the IDP publicised within 14 days of the adoption of the plan? Yes or No	Yes	
	Notice given to the public of the adoption of the IDP within 14 days of the adoption of the plan? Yes or No	Yes	
<b>Structures Act Section 30(5):</b> Submit to council a report and recommendation on the IDP before its approval or amendment	Report submitted? - Yes or No	Yes	<ul style="list-style-type: none"> <li>Community needs and issues not identified and taken into consideration</li> <li>Non-prioritisation of projects and identified needs</li> </ul>
<b>MFMA Section 21(1)(a):</b> Ensure that the budget, the IDP and budget-related policies are mutually consistent and credible	IDP and budget-related policies mutually consistent and credible? - Yes or No	Yes	<ul style="list-style-type: none"> <li>Objectives or strategies may not be inline with government (H)</li> <li>Budget not aligned according to the IDP Service delivery targets and policy</li> </ul>
Promote intergovernmental cooperation to improve multi-sectoral planning	A copy of the revised IDP submitted to the MEC for local government within 10 days of the adoption of the plan? Yes or No	Yes	<ul style="list-style-type: none"> <li>Development projects do not support entity-wide objectives or strategies (H)</li> </ul>
Ensure legal compliance regarding integrated development planning	% of Auditor General requirements with respect to IDP and Annual Plans met	90%	<ul style="list-style-type: none"> <li>Non-execution or delays of projects</li> </ul>
<b>MFMA Section 53(1)(c):</b> Take all reasonable steps to ensure that the SDBIP is approved by the mayor	A draft SDBIP for the budget year submitted to the Executive Mayor no later than 14 days after the approval of an annual budget? Yes or No	Yes	<ul style="list-style-type: none"> <li>Funds not utilised according to approved budget/IDP</li> <li>Management are unaware of project priorities</li> <li>Non-adherence to legal and regulatory requirements (H)</li> </ul>
	SDBIP approved by the Executive Mayor within 28 days after the approval of the budget? Yes or No	Yes	

Performance Objectives	KPI's	Annual Targets	Risks
<b>MFMA Section 53(3)(a):</b> Make public the SDBIP	SDBIP made public no later than 14 days after its approval? Yes or No	Yes	<ul style="list-style-type: none"> <li>Objectives or strategies may not be inline with community needs</li> </ul>
<b>MFMA Section 54(3):</b> Make public any revisions of the SDBIP	Revisions of the SDBIP, if any, made public? Yes or No or N/a	Yes or N/a	<ul style="list-style-type: none"> <li>SDBIP not aligned to the approved budget</li> </ul>

**DEPARTMENT: FINANCIAL SERVICES**

**Division: Information Management**

**Strategic Objective: To ensure proper and up-to-date information communication technology systems and processes**

Performance Objectives	KPI's	Annual Targets	Risks
<b>KPA: Information Management</b>			
<b>Objective: To ensure that the council provides sufficient IT services and access</b>			
Ensure that all personnel have full time access to the computer network	% availability of the network service	95%	<ul style="list-style-type: none"> <li>Unauthorised access to information that is confidential</li> <li>Private Use of Municipal Equipment (H)</li> </ul>
Ensure that software is legal	% of purchased software licensed	90%	<ul style="list-style-type: none"> <li>Illegal software</li> <li>Lose of Data</li> <li>Antivirus Software and Backups (M)</li> </ul>
Address a high percentage of complaints	% of requests lodged with Helpdesk resolved within 48 hours	75%	<ul style="list-style-type: none"> <li>Unacceptable downtime of systems (M)</li> </ul>
Optimise reporting	% of working days per month that daily reports were submitted	95%	<ul style="list-style-type: none"> <li>Late settlement of accounts</li> <li>Unsatisfied clients</li> </ul>
Improve council's income through effective billing	No of months during which billing was referred to service provider within 4 days after month end closure	10	<ul style="list-style-type: none"> <li>Insufficient management information (M)</li> </ul>
Provide a quality and legally compliant website	% of information items provided to IT for publishing on the website done within 48 hours	75%	<ul style="list-style-type: none"> <li>Uninformed staff/ clients</li> <li>Non-compliance with laws and regulations (H)</li> </ul>
Actively involve all directorates in the management of IT systems	No of months during which IT met with all the directors on IT matters	10	<ul style="list-style-type: none"> <li>Poor back-up and recovery procedures resulting in lose of income</li> <li>Inadequate safeguarding of IT resources (H)</li> </ul>
	No of IT Committee meetings held	1 pq	

## 9.5 SECTOR PLANS AND POLICIES

Sector plan/policy	Responsible official	Current status	Immediate next actions	Comments
<b>CIVIL ENGINEERING SERVICES</b>				
Water Services Development Plan	Louis Zikmann	Approved	None	None
Water Master Plan	Louis Zikmann	Approved	None	None
Sewerage Master Plan	Louis Zikmann	Approved	None	None
Transport Master Plan	Louis Zikmann	Approved	None	None
Master Plan for the future development of Malmesbury	At Botha (for the civil engineering issues)	Approved	None	None
Integrated Waste Management Plan	Freddie Bruwer	Approved	Revision during 2010/2011	None
<b>ELECTRICAL ENGINEERING SERVICES</b>				
Maintenance Policy	Tom Rossouw	Approved		
Energy Conservation Measures	Roelof du Toit	Approved		
Electricity Distribution Master plans - Malmesbury - Moorreesburg - Darling	Roelof du Toit Roelof du Toit Roelof du Toit	Approved Approved Approved		
<b>PROTECTION SERVICES</b>				
Disaster Management Plan	Jacques Smith	Final Draft	Update	
Municipal Police Plan	Mark Green	Operational	Annual update end of April 2010	
Master Plan for Fire Brigade and Rescue Services	Jacques Smith	None	To be compiled in conjunction with WCDM	
<b>DEVELOPMENT SERVICES</b>				
Spatial Dev. Framework	Alwyn Zaayman	Approved	Revision	
Urban Edges Study	Alwyn Zaayman	Approved	Obtain approval for all towns after consultation with departments and the public	
Growth Model	Alwyn Zaayman	Approved		
Environmental Plan	Alwyn Zaayman	Draft	Appoint consultant to finalise	
Sport Policy	Ian Laubscher	Approved	Implementation of policy	Implement in terms of role clarification with Civil Engineering Services.
Child Care Facilities	Marguerite Holtzhausen	Draft	Meeting with councillors to get inputs before final approval	Early Childhood Development forms an important part of this policy.
Housing Policy	Vessie Arendse	Approved		

Sector plan/policy	Responsible official	Current status	Immediate next actions	Comments
Housing Plan	Vessie Arendse	Approved	Must be updated	
Occupational Health and Safety Policy	Kobus Marais	Approved		
Personal Protective Equipment Policy	Kobus Marais	Draft	Circulate for comment	
Air Quality Management Plan (in collaboration with District Municipality)	Kobus Marais	Compilation phase	Consultants to be appointed	
<b>CORPORATE SERVICES</b>				
Workplace Skills Plan 2009/2010	Sunet de Jongh	In process of compilation	Consultation with staff and unions	Must be submitted to LGSETA on 30 June 2009
Employment Equity Plan	Sunet de Jongh	Approved for period 1 Dec 08 – 30 Nov 13	None	Tool to monitor compliance with employment equity
Employment Policy	Sunet de Jongh	Approved 14 March 2007	Review	
External Communication Plan	Madelaine Terblanche	In process of compilation	Work sessions with councillors and management	
Contact Admin Policy	Madelaine Terblanche	In process of compilation	Consultation with management	
Website Placement Policy	Madelaine Terblanche	Approved	Finalisation by management	
Client Service Charter	Madelaine Terblanche	Approved	Work sessions with management and division heads	
<b>FINANCIAL SERVICES</b>				
Asset Management Policy	Kenny Cooper	Amended policy approved October 2009	None	
Policy on Control and Administration of Municipal Immovable Property	Kenny Cooper	Approved 26 August 2003	None	
Property Rates Policy	Kenny Cooper	Amended policy approved 14 August 2006	None	
Capital Contributions for Bulk Services Policy	Kenny Cooper	Approved 9 November 2005	None	
Cash Management and Investments Policy	Kenny Cooper	Approved June 2009	None	
Credit Control and Debt Collection Policy	Kenny Cooper	Amended policy approved 18 April 2007	None	
Accumulated Surplus/Deficit and Bad Debts Policy	Kenny Cooper	Amended policy approved 18 July 2007	None	

Sector plan/policy	Responsible official	Current status	Immediate next actions	Comments
Debt Management Policy	Kenny Cooper	Approved 8 June 2005	None	
Tariff Policy	Kenny Cooper	Amended policy approved 14 August 2006	None	
Policy on Preferential Procurement and Evaluation of Procurement Tenders	Kenny Cooper	Approved 21 Mei 2003	None	
Supply Chain Management Policy	Kenny Cooper	Approved 1 December 2005	None	
<b>OFFICE OF THE MUNICIPAL MANAGER</b>				
Framework for implementing performance management	Leon Fourie	Approved March 2007	None	
Local Economic Development Strategy	Leon Fourie	Approved May 2007	None	
Fraud Prevention and Anti-Corruption Strategy	Pierre le Roux	Approved Nov 2008	None	
Risk Management Strategy	Pierre le Roux	Approved Aug 2009	None	
Internal Audit Strategy	Pierre le Roux	Approved May 2009	None	